



Supervisors Workbook

*Employee Training Sessions
(Revised August 2000)*



The Department of Defense Civilian Acquisition Workforce Personnel Demonstration Project

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Section 1—Introduction

Introduction

Overview

A comprehensive training program has been developed for the DoD Civilian Acquisition Workforce Personnel Demonstration Project (AcqDemo) that includes the following sequential elements:

- The **AcqDemo Tutorial** for *all participants*. The tutorial is available on the Internet (principal delivery method), via CD-ROM for those without Internet access, and in print versions. The tutorial is the basis for all further training, and *must be completed prior to any follow-on training*.
- A **Managers/Supervisors Tutorial** developed primarily for those in supervisory positions but available on the Internet to all personnel. This training emphasizes counseling and appraisal responsibilities. A CD-ROM is also available.
- A **Managers Workbook** for use by managers in assisting supervisory personnel with their AcqDemo duties and responsibilities.
- This **Supervisors Workbook** intended to assist supervisors in preparing for and conducting employee training sessions (with the assistance of HR personnel and your organization's CCAS Expert). These sessions—of 1 to 2 hours each—focus on the Contribution-based Compensation and Appraisal System (CCAS), employee contributions, and compensation actions.

Before leading an employee training session, *you should already have worked through the AcqDemo Tutorial*.

How to Use this Workbook

Employee training sessions are designed to be conducted by first line supervisors, with the assistance of Human Resources personnel and your CCAS Expert to help answer technical questions. The slides and notes are general in nature and apply to all Services and agencies participating in the demonstration project; however, your specific Service or agency will probably have implementing policies and timelines which will require you to tailor the enclosed slides slightly.

In Section 2, Microsoft PowerPoint speaker (slide) notes are provided for your use in leading an employee training session—slides at the top of each page and your notes at the bottom. There is nothing in this training that cannot be shared with employees; nevertheless, these notes were not intended for distribution directly to employees. Rather,

you should use the notes to discuss the slides with your employees in an informal session (1-2 hours) in which you can respond to employee concerns.

In Section 3, paper copies of the slides themselves are provided. You can copy these pages for distribution to employees so that they can follow the discussion and take notes as desired. You may also wish to use the paper slides as masters and create viewgraph transparencies for use with an overhead projector.

If you have the capability to project a digital version of the slides with an LCD projector or on a large monitor, you may download this presentation from the AcqDemo web site at <http://www.acqdemo.com> or <https://apps.rdaisa.army.mil/acqdemo/>.

Preparation

There are several steps you should take in preparation to conduct this training session for employees.

The most important step is to insure that all employees who will attend your training session will have worked through the introductory tutorial—Internet, CD-ROM, or paper version. This presentation provides an opportunity for supervisors and employees to focus on particular issues, not to introduce demonstration project concepts for the first time.

Secondly, you should enlist the assistance of an HR person and your CCAS Expert to help you in conducting the session.

Next, with the help of your next level manager, you need to tailor the briefing to reflect Service, agency, or installation implementing instructions. In particular, you should review and update or modify as necessary the following slides:

- Slide 11 – Organizational mission.
- Slide 14 – Pay pool composition.
- Slide 15 – Pay pool panel makeup.

Other Considerations

In addition to the preceding steps, remember these routine but necessary actions:

- Reserving a conference room or classroom. Because this is intended to be an informal session, you may find it helpful to arrange the classroom in a seminar or conference configuration—around a large table, or perhaps in a U-shape—rather than a traditional classroom setup with the teacher up front.
- Getting the word out to all employees.

- Arranging makeup sessions for employees who are unable to attend the primary session. You may prefer to conduct these one-on-one if the numbers are small.
- Insuring support materials are on hand:
 - CCAS First Cycle videotape (see slide 27 notes for explanation)
 - VCR
 - Screen
 - Overhead Projector or LCD Projector and PC
 - Chalkboard, magic board, or butcher paper with markers

Where to Go for Additional Information

If you require additional information in preparing for or conducting employee training, more information is available from the following sources:

- The tutorials
- The *Federal Register* notice of the demonstration project dated January 8, 1999
- The demonstration project Operating Procedures, available at <http://www.acqdemo.com> or <https://apps.rdaisa.army.mil/acqdemo/>
- The managerial chain in your organization
- CCAS Expert
- Your servicing HR office
- Agency/Service Operating Procedures:
 - Air Force: https://www.afmc-mil.wpafb.af.mil/HQ-AFMC/DR/wf_demo/index.htm
 - Army: <http://dacm.sarda.army.mil>
 - Marine Corps: <http://www.marcorsyscom.usmc.mil/AW/Demo/startdemo.htm>
 - Navy: <http://acqdemo.com>
 - OSD: <http://acqdemo.com>

Section 2—Slide (Instructor's) Notes

DoD Civilian Acquisition Workforce Personnel Demonstration Project



Employee Training Sessions

[Note: These speaker notes are provided for your use as you desire during the training session with employees. However, you may wish to tailor the notes and even the slides for your specific organization or employee group. You can download digital versions of this briefing in Microsoft PowerPoint 97 (or as an Adobe Acrobat .pdf file) over the Internet from <http://www.acqdemo.com> or <https://apps.rdaisa.army.mil/acqdemo/> If you need Adobe Acrobat Reader, you may also download that at the same web address.

If you have access to a PC with Microsoft PowerPoint 97 and a digital (LCD) projector, you can project a digital version of the briefing as you talk. If not, you can use the full-page slides provided in this workbook and either:

- reproduce paper copies to hand out or
- make transparencies for projecting with an overhead projector.]



Welcome

- Purpose
 - Address concerns
 - Answer questions
- Previous training
 - Tutorials
 - *Federal Register*

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DoD Civilian Acquisition Workforce Personnel
Demonstration Project

Welcome to the employee training session for the DoD Civilian Acquisition Workforce Personnel Demonstration Project, generally referred to as “AcqDemo.”

- [Introduce yourself, if necessary]
- [Introduce HR specialist, if present]

Our purpose for the next (one or two) hour(s) is to focus on a few of the demonstration project issues which may be causing some of you concern, and to clear up any misunderstandings which may exist. We will also have time for some Q and As at the end of the discussion, so if we don’t cover the issue you’re most interested in, you’ll have a chance to raise it at the end. If we don’t know the answer to your questions, we know where to go to get the information you need.

All of you should already have worked through the demonstration project tutorial. There are at least three versions of it: one on the Internet, a CD-ROM, and a paper version. We’re not going to cover all of the basics, so if you haven’t already taken the tutorial, you need to do it as soon as possible. You should also have been given a copy of the *Federal Register* notice on the demonstration project, and you can refer to that for more information.

We’ll also talk about the policies and procedures our agency/Service has adopted to implement the project.



Agenda

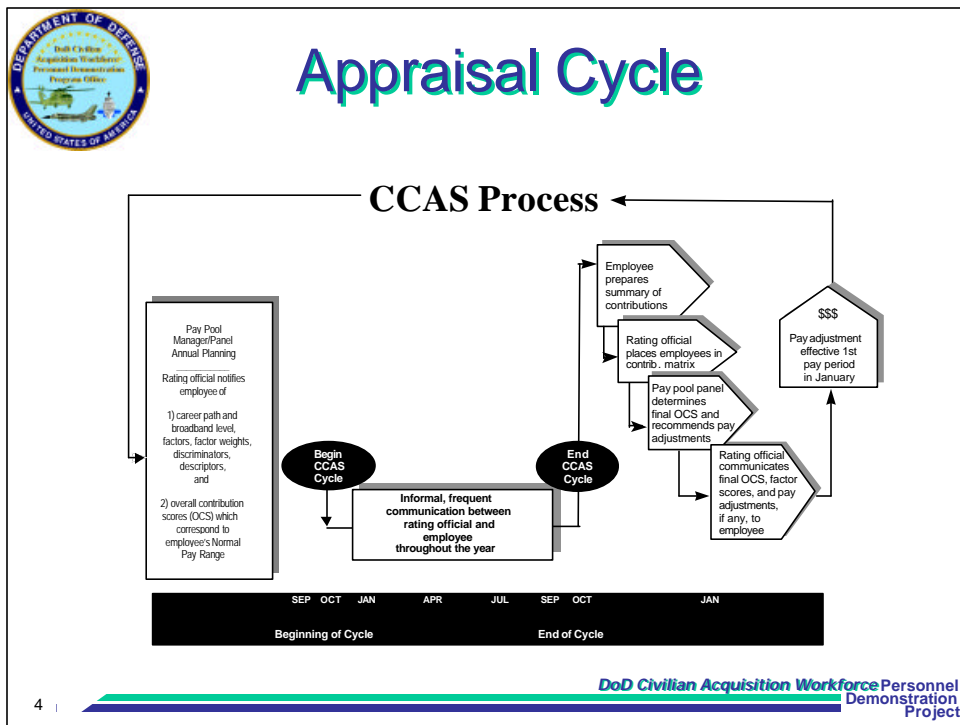
- Appraisal cycle
- View videotape
- Discussion
 - Position classification
 - CCAS
 - Contribution
 - Ratings
 - Compensation
- Questions and Answers

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DoD Civilian Acquisition Workforce Personnel
Demonstration Project

Here is our agenda for today. However, this is only a starting point; we can really look at any issues or concerns you may have. The important thing is that all of us leave after this session with confidence that we have openly discussed any concerns anyone may have about the new system.

I'd like to keep this informal, so please feel free to raise questions at any time.



This slide shows the appraisal cycle . . .

[You should go through this slide with your employees to ensure that they understand the appraisal cycle and the major milestones. You should also address any agency- or Service- specific modifications to the above schedule. This information should be available through your supporting HR office.]

At the beginning of the rating cycle, normally in October of each year, the supervisor will discuss with each employee their expectations of contribution for the appraisal period. The supervisor will also go over the employee's career path, broadband level, factors, discriminators, and descriptors. Supervisors are strongly encouraged to review with each employee their expected contribution level (OCS range) corresponding to the employee's current salary. Finally, the employee should be reminded that all factors are critical for success on the job.

As shown on the chart, informal and frequent communication between the supervisor and employee is expected to occur throughout the year.

Each employee must be in the pay pool for at least 180 days before they may be rated. (There is an amendment to the *Federal Register* pending at OPM to change this rating period to 90 calendar days.)

The rating cycle runs from October 1 through September 30 each year. Normally, around early September the supervisor will ask employees for a written summary of their annual contributions. The supervisor uses this input to prepare an overall appraisal. This information is then taken to the pay pool panel.

What are your questions about the appraisal cycle? We will discuss this process in detail as we go along, but first let's talk a little about Position Classification.



Position Classification

- Position Requirements Document
 - Title, occupational series, career path, broadband level
 - Mission/purpose
 - CCAS factors, descriptors
 - Duties required
 - Selective requirements
 - KSAs
- COREDOC
- ACQBUILD.EXE

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DoD Civilian Acquisition Workforce Personnel
Demonstration Project

Probably the first demonstration project action that involves most employees, supervisors, and HR personnel is the Position Requirements Document, or PRD. You should remember discussion in the tutorial about the PRD, so we're not going to go into much detail today. The PRD replaces the position description form. Preparation of PRDs is the responsibility of the first-line supervisor.

This slide shows the information which must be included on the PRD. Notice that the CCAS discriminators and descriptors relevant to the position are included, along with the CCAS factors (which are the same for all positions). This means that position classification will be consistent with and support the annual appraisal process. In other words, you will be appraised based on *your* contribution for *your* position. However, PRDs are always written to the highest level within the broadband; this allows employee to advance seamlessly through the broadband without requiring a new PRD.

A new software package has been developed to assist supervisors in the PRD process. The package already includes a library of over 200 PRDs that have been developed for many of the generic positions in AcqDemo. You or I could go to the web site and download these PRDs. Part of the software is a section called COREDOC which can be used to create a PRD. There are about 120 different occupational series in COREDOC which can be used to develop or build a PRD. Finally, a third part of the package is called ACQBUILD.EXE, which is a template to create a PRD. These programs save managers and the HR staff a lot of time in developing PRDs.

The software programs may be downloaded from the Internet at <http://www.acqdemo.com>



Position Classification (Continued)

- Classification Appeals
 - Occupational series
 - Title
 - Broadband level
- Notify supervisor
 - In writing is best
- DoD Appellate
- OPM

You will be provided a copy of the PRD for your position, and you have the right to appeal the occupational series, title, or the broadband level. If you believe an error has been made, or you disagree with the PRD in any of these areas, you must formally notify your supervisor verbally or in writing—in writing is probably most prudent.

If you are not satisfied with the supervisor's response, you may appeal further to the DoD appellate level—contact the HR office for assistance. And, if you're not happy with the DoD appellate response, you can appeal to the Office of Personnel Management (or OPM).



CCAS

- Primary focus: Contribution-based Compensation and Appraisal System
- Top contributors to the mission are rewarded
- Document your contributions!

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DoD Civilian Acquisition Workforce Personnel
Demonstration Project

The demonstration project issue that most of us are concerned about is the Contribution-based Compensation and Appraisal System, or CCAS. That's the part of the project that covers how we are rated, how much we're paid, whether we're eligible for an award, and how we can improve our position in the organization.

You are familiar with the basics of CCAS from the tutorial, so we're just going to look at a few issues which sometimes cause concern unless they are freely and openly examined.

One point of emphasis: in order to be successful in the new system, you have to make sure that your good work is documented and appreciated in your organization. In this system you have an opportunity to contribute to your own appraisal, and keeping good records throughout the year to document your contributions is crucial! Remember, your supervisor no longer gives you an appraisal in isolation; rather, other supervisors who are on the pay pool panel meet with your supervisor to discuss and agree on appraisals for all employees in the pay pool. You can make sure that your supervisor is fully prepared to discuss your contributions with the other members of the pay pool panel by listing your contributions in Part III--Employee Self Assessment--of the Salary Appraisal Form. We'll talk more about that later in this presentation.



Contribution to the Mission

- Performance and contribution
 - Nature of the job
 - Doing your job well

Before

daily activity
effort
inputs

You may have some questions regarding job performance and contribution. What is the difference between the two?

Contribution to the mission is a difficult concept for some to understand. The new system emphasizes the mission of the organization, and how each of us contributes to the mission by what we do and how well we do it. One way to think about the difference is that job performance looks at such things as our level of effort, expertise, experience, dependability, and so forth. While important, in a sense these are all inputs.



Contribution to the Mission

- Performance and contribution
 - Nature of the job
 - Doing your job well

Before

daily activity
effort
inputs

CCAS

contribution
effect
outcomes

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DoD Civilian Acquisition Workforce Personnel
Demonstration Project

Contribution focuses on outcomes: that is, how much what we do helps the organization accomplish its mission.

You're probably thinking that some jobs have a higher impact on the mission, and you are right. For example, if we were all employees of a factory manufacturing widgets, workers on the widget manufacturing line probably would have a better chance to contribute directly to the mission of manufacturing cheap, high quality widgets than janitorial workers. It's the same in the demonstration project.

Of course, doing your job well is still important, since performing your tasks at a high level means that you are maximizing the potential of your job to contribute to the mission.



Improving Your Contribution

You must understand the mission . . . and your role in it!



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DoD Civilian Acquisition Workforce Personnel Demonstration Project

It may seem obvious, but you can't improve your contribution if you don't understand the mission of the organization and your role in it. If nothing else, this new system is going to force all of us to better understand the mission.

[You should insert discussion here about **your** organization's mission. If possible, add a description of the mission to the slide above. Ask questions to make sure employees understand the mission, or give them an opportunity to ask questions about it.

This discussion may take quite a bit of time, unless your organization has a clearly defined, widely understood mission. Even in that instance, you may discover that some employees are either unaware of the mission or misunderstand it.]



Improving Your Contribution (Continued)

- Understand how your job relates to the mission
- Communicate with your supervisor
- Take on more responsibility
- Do your job better



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DoD Civilian Acquisition Workforce Personnel
Demonstration Project

Next, you must know how your position relates to the mission.

When you discuss your job requirements with your supervisor at the beginning of the rating period, you should discuss how your job contributes to the mission, and how you can maximize your contribution. Remember, if your job wasn't important to the mission, the government wouldn't be spending the money to get it done.

Of course, one way to improve your contribution is to seek additional responsibilities. Serving on project teams or task forces can also help insure that other supervisors notice and appreciate your work, which can be important when the pay pool panel meets to rate employees.

Finally, doing your job *well* is still important. Look at the factors and descriptors for your career path and broadband level. Do they describe you and your work? Look at the descriptors for the next higher level. Can you contribute at that level?



Improving Your Contribution (Continued)

Technical Management Support Career Path

FACTOR 1. PROBLEM SOLVING

LEVEL DESCRIPTORS

Level II

- Plans and conducts technical activities for projects.
- Identifies and resolves non-routine technical problems utilizing established patterns and methods.
- Identifies and resolves problems; adapts accepted policies, procedures, or methods with moderate guidance.
- Adapts existing plans and techniques to accomplish projects.

Level III

- Plans and conducts challenging and difficult technical activities for projects/programs.
- Develops, integrates, and implements solutions to complex problems on projects/programs.
- Identifies problems; develops solutions and action plans with minimal guidance.
- Develops plans and techniques to fit new situations.

Let's look at a specific example to see what we're talking about.

This example is from the Technical Management Support career path.

[If another career path or other broadband levels better fit your employee group, modify the example accordingly.]

Look at the descriptors for factor 1, **problem solving**, in broadband level II (on the left) and level III (on the right). You will notice right away that to be in level III, you have to contribute at a higher level, take on more responsibility, and meet greater challenges.



Improving Your Contribution (Continued)

Technical Management Support Career Path

FACTOR 1. PROBLEM SOLVING

LEVEL DESCRIPTORS

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For example, a level II employee “identifies and resolves non-routine *technical* problems utilizing *established* patterns and methods.” At level III, the same descriptor requires that you “*develop, integrate, and implement* solutions to *complex* problems on projects/programs.” Obviously, someone who identifies problems and resolves them using established methods is making a contribution, but not to the same degree as someone who develops solutions to complex problems, then implements them. You’ll find this same progression between levels in all three career paths.

So CCAS gives you the possibility of improving your contribution according to the factors, descriptors, and discriminators for your career path and broadband level.

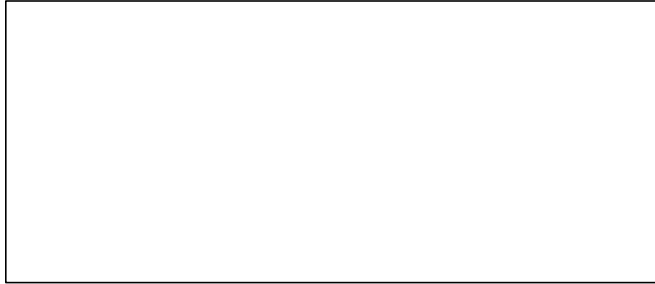
Even though this example focuses on a single factor, remember that there are six factors which, taken together, are intended to provide a comprehensive picture of your contribution.

What are your questions about contribution?



Pay Pool Panel Ratings

- Composition of the pay pool



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Demonstration Project

Another source of concern for some employees is that CCAS puts your appraisal in the hands of a group of supervisors. Your final rating or Overall Contribution Score is collectively decided by the pay pool panel.

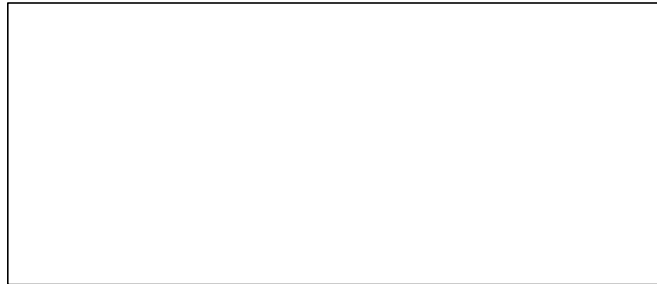
First, let's look at the makeup of our local pay pool. As you remember from the tutorial, a pay pool is a group of employees who share in the distribution of CCAS funds available for pay increases.

[You should insert an organization chart or a listing of the divisions, branches, teams, etc. which will make up the pay pool that includes the employees in this training session. If possible, insert the information directly on the slide. This information should be available from your manager, CCAS Expert, or HR personnel. Include the total size (number of participating employees) in the pay pool. Allow time for discussion of pay pool composition.]



Pay Pool Panel Ratings (Continued)

- Makeup of the pay pool **panel**



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Demonstration Project

OK, now that we all know who's in the pay pool, let's look at who is on the pay pool panel, since these folks will be directly involved in your ratings and setting your salaries. The pay pool panel is made up of a pay pool manager and all the supervisors who report directly to the pay pool manager. In a large pay pool, first line supervisors may be part of a pay pool sub-panel.

[Insert diagram or by-name listing of pay pool panel members. If it is a large pay pool, and a large panel, you may have to provide additional information, such as which division or branch each panel member is from. You should also identify the pay pool panel manager.]

Although the pay pool panel is made up of managers and supervisors, no supervisor or manager sets his or her own pay.



Pay Pool Panel Ratings (Continued)

- Your input
- Your supervisor's role

		FACTORS					
		Problem Solving	Teamwork/ Cooperation	Customer Relations	Leadership/ Supervision	Communications	Resource Mgt
Level IV	Very High						
	High						
	Med						
	Low						
Level III	High			X			
	Med	X					X
	Low				X		
Level II	High						
	MH						
	Med					X	
	ML						
	Low		X				
Level I	High						
	Med						
	Low						

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DoD Civilian Acquisition Workforce Personnel Demonstration Project

Next, let's review how the process works. First, remember that frequent communication between the supervisor and the employee throughout the appraisal period is essential. At the end of the appraisal period, your supervisor will ask you to summarize your contributions for each of the six rating factors. We'll look at exactly how you do that in a few minutes. This is a critical input that can help you influence your Overall Contribution Score and, ultimately, your compensation. So it's important that you are prepared to describe your contributions, and this means that you should keep notes of your contributions during the year, rather than waiting until the end of the period and trying to remember them.

Your supervisor uses your input (contained in Part III of the CCAS Salary Appraisal Form) and his or her knowledge of your work to identify your contribution level, using a matrix like the one on the chart. As you can see, there are no points on the matrix, just ratings from low to high for each level. Notice that there is a "Very High" category at the top; this is to accommodate those employees in the top broadband levels of their career path who otherwise would have to get virtually perfect marks in every factor to receive an overall rating of "appropriately compensated."

[This matrix is for the *Business Management and Technical Management Professional* and the *Technical Management Support* career paths; the *Administrative Support* career path will have a slightly different matrix since there are only three broadband levels in that path.]

You won't see this preliminary rating; it must be taken to the pay pool panel next.



Pay Pool Panel Ratings (Continued)

		FACTORS					
		Problem Solving	Teamwork/ Cooperation	Customer Relations	Leadership/ Supervision	Communi- cations	Resource Mgt
Level IV	Very High						
	High						
	Med						
	Low	John		Tina John	John		
Level III	High	Tina	Tina			John	Tina
	Med					Tina	John
	Low		John		Bill	Bill	Dave
Level II	High		Dave		Sue	Dave	Bill
	MH	Dave Bill		Dave Sue	Tina Dave	Sue	Sue
	Med	Sue	Bill				
	ML		Sue				
	Low			Bill			
Level I	High						
	Med						
	Low						

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At the first meeting of the panel, the supervisors put ratings for the employees they rate on a matrix similar to the one on this slide. This is done until all of the employees in the pay pool are included on the same matrix. We're just showing five employees here.

At this point, the panel can make any adjustments necessary. For example, some supervisors may find that they have rated their employees too hard or too soft. In that case, those employees' ratings can be adjusted until there is equity across the pay pool. Suppose Bill's supervisor sees how everyone else is rating and realizes that she has rated Bill too low in some factors.



Pay Pool Panel Ratings (Continued)

		FACTORS					
		Problem Solving	Teamwork/ Cooperation	Customer Relations	Leadership/ Supervision	Communi- cations	Resource Mgt
Level IV	Very High						
	High						
	Med						
	Low	John		Tina John	John		
Level III	High	Tina	Tina			John	Tina
	Med				Bill	Tina	John
	Low		John		Bill	Bill	Dave
Level II	High	Bill	Dave		Sue	Dave	Bill
	MH	Dave		Dave Sue	Tina Dave	Sue	Sue
	Med	Sue	Bill				
	ML		Sue				
	Low			Bill			
Level I	High						
	Med						
	Low						

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In that case, she can propose raising Bill's ratings in those factors, and if the panel agrees, Bill's ratings are adjusted on the spot.

The major advantage of this process is that it provides a way to even out the ratings of supervisors who are either too tough or too generous in comparison to the other supervisors in the pay pool. While it is true that your own supervisor probably knows you best, some of the other panel members will also know your work to some extent. That's why it's so important to make sure, as best you can, that your contributions are recognized.



Pay Pool Panel Ratings (Continued)

- Pay pool panel process
- Weighting factors

		Business Management and Technical Management Professional	Technical Management Support	Administrative Support
		Point Range	Point Range	Point Range
LEVELS	Very High	115	95	70
	High	96-100	79-83	
	IV Med	84-95	67-78	
	Low	79-83	61-66	
	High	79-83	62-66	57-61
	III Med	67-78	52-61	47-56
	Low	61-66	43-51	38-46
	High	62-66	47-51	42-46
	MH	51-61	41-46	
	II Med	41-50	36-40	30-41
	ML	30-40	30-35	
	Low	22-29	22-29	22-29
	High	24-29	24-29	24-29
	I Med	6-23	6-23	6-23
	Low	0-5	0-5	0-5

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DoD Civilian Acquisition Workforce Personnel Demonstration Project

Next, the panel determines a point value for each employee in each of the six contribution factors using the chart on this slide. Again, the panel can adjust individuals up or down to insure fairness. However, those who are rated as “Very High” in any factor MUST receive the maximum points--equivalent to 15% above the “High” score in each career path. For example, a Technical Management Support career path employee in broadband level IV who received a rating of “Very High” in problem solving must receive 95 points for that factor.

Finally, if there are different weights assigned to particular factors, weights are applied now. You will be informed before the appraisal period if weights will be used, and if so, how factors will be weighted.

[You may wish to ask for employee reactions to the ratings process at this point in order to surface and discuss any lingering concerns.]

What are your questions about the process for pay pool panel ratings?



Pay Adjustments

- Available funds based on salaries of all employees in the pay pool as of September 30th of each year
 - general pay increase
 - money available for quality step increases, within grade increases, certain promotions
 - performance-based awards

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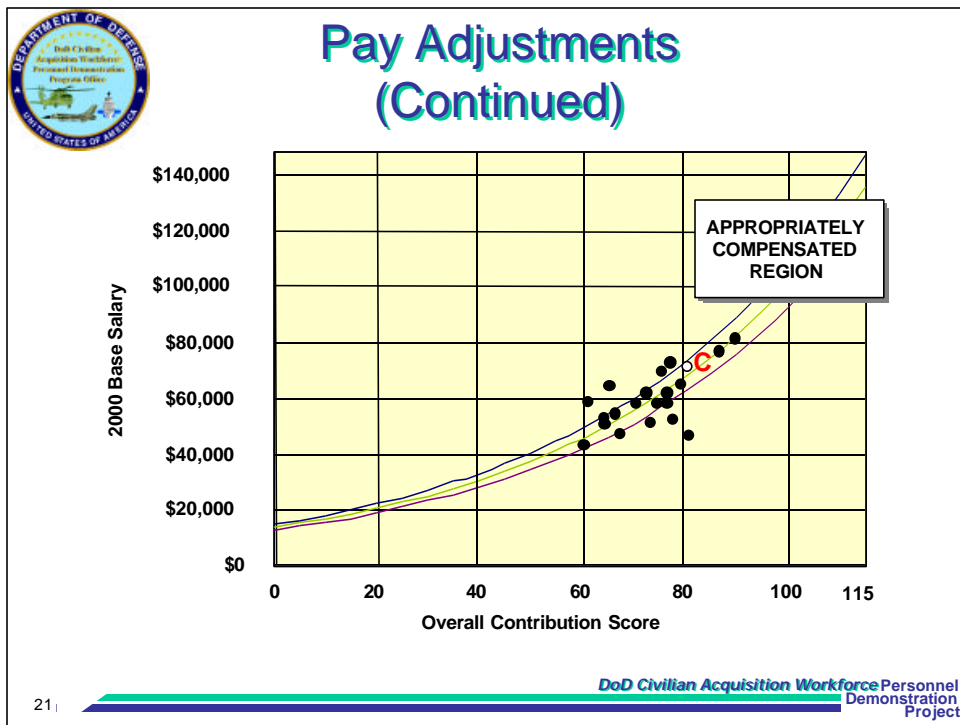
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Once employee Overall Contribution Scores have been calculated and approved by the pay pool manager, the panel adjusts salaries as you learned in the tutorial.

You should recall that there are three sources of funds that were previously used in the GS system which are available for compensation adjustments:

- the general pay increase authorized each year
- the money that would have been available for within grade and quality step increases, and promotions between grades in the same broadband level
- performance-based awards (which can only be used for awards, not salary increases)

Also, remember that locality pay continues as before, unaffected by the demonstration project.



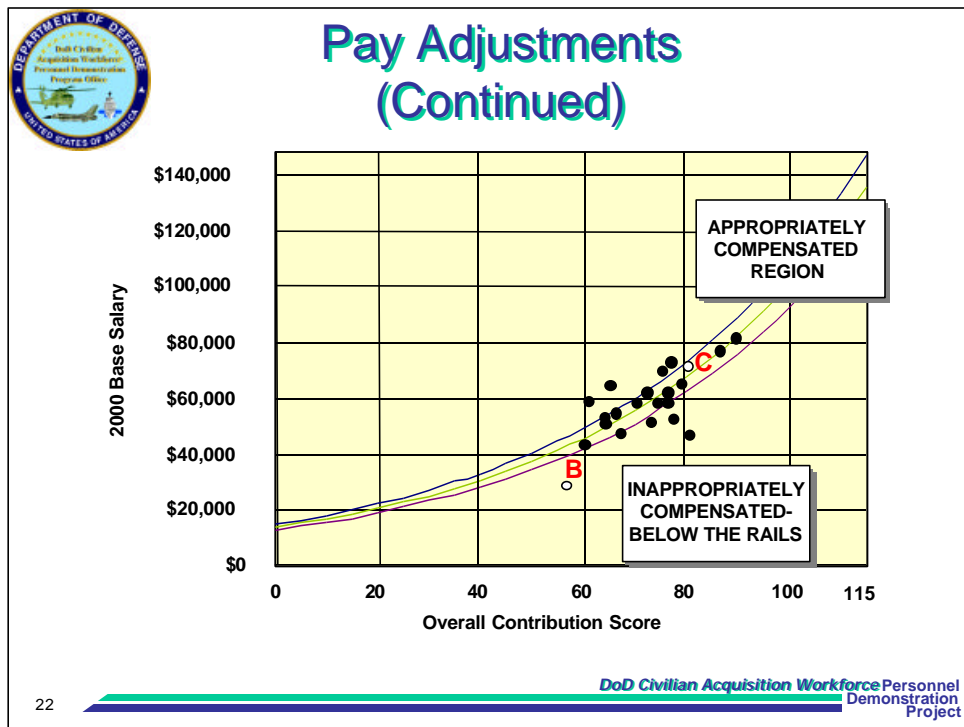
All employee OCS ratings in a pay pool are plotted on a graph similar to the one shown here. This graph might represent the current salaries of all of the employees in a pay pool, plotted against their OCS scores .

The two outer curved lines or rails show the Normal Pay Range or NPR. The NPR is the same for all career paths. The rails are computed each year, based on the General Schedule pay increase, according to a set formula. The curved line in the center of the rails is the standard pay line or SPL, which tracks from the lowest scheduled rate of basic pay, GS-1 (step 1) to the highest pay, GS-15 (step 10).

Let's look at three employees in particular. Everyone who falls within the rails is considered appropriately compensated. Appropriately compensated employees, such as Employee C, must receive the general pay increase and may receive a contribution rating increase of up to 6%, depending on their broadband level. Like the general increase, any contribution rating increase is included as a permanent part of base pay.

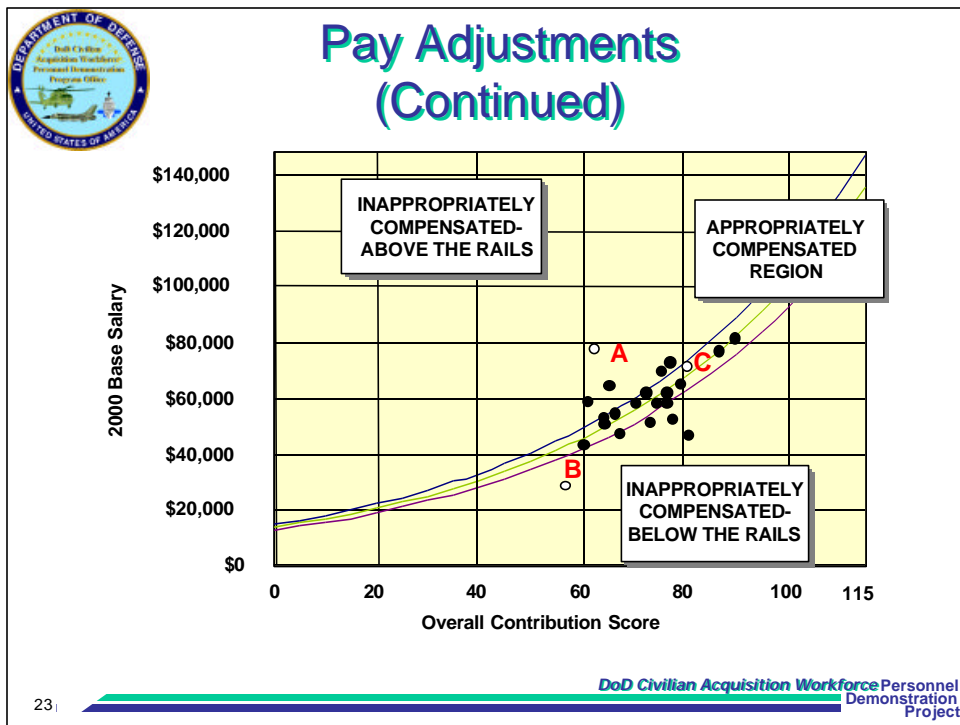
Appropriately compensated employees can also be given a contribution award of up to \$10,000 (more with the approval of the local commander). Awards are not part of base pay.

By the way, pay pool managers are encouraged to distribute paper copies of graphs like this one showing aggregate OCS scores for the pay pool without, of course, identifying any individual scores. However, electronic copies of the graph will not be distributed, since recipients could inadvertently access the spreadsheet data behind the graph. The software used to facilitate the OCS computation can produce an individual scattergram--similar to this--for each person in the pay pool.



Employees whose OCS places them below the lower rail, such as Employee B, are considered “inappropriately compensated - below the rails.” The pay pool panel will try to compensate these employees fairly by providing all or a per cent of the dollars needed to meet their CRI target pay. This increase will move the employee closer to or within the appropriately compensated region.

These employees *must* receive the general pay increase, and they may be given a contribution rating increase of up to 20%—more if the local commander approves it. And inappropriately compensated - below the rails employees can also be given a contribution award of up to \$10,000 (more with the approval of the local commander). Of course, there may well be budgetary limitations which affect the size of contribution increases and awards.



Employees whose OCS places them above the upper rail, such as Employee A, are considered “inappropriately compensated - above the rails.” Employees in this category should expect to receive smaller pay increases, or no increases at all.

These employees may be given the general pay increase, or a part of it, or it can be denied to them. They are not eligible for a contribution rating increase, nor can they be given a contribution award. However, all employees receive the locality pay authorized for the area, if any.

We expect that, over time, OCS scores will migrate towards the normal pay range, as employees are more equitably compensated for their contributions and as employee contributions increase.



Pay Adjustments Summary

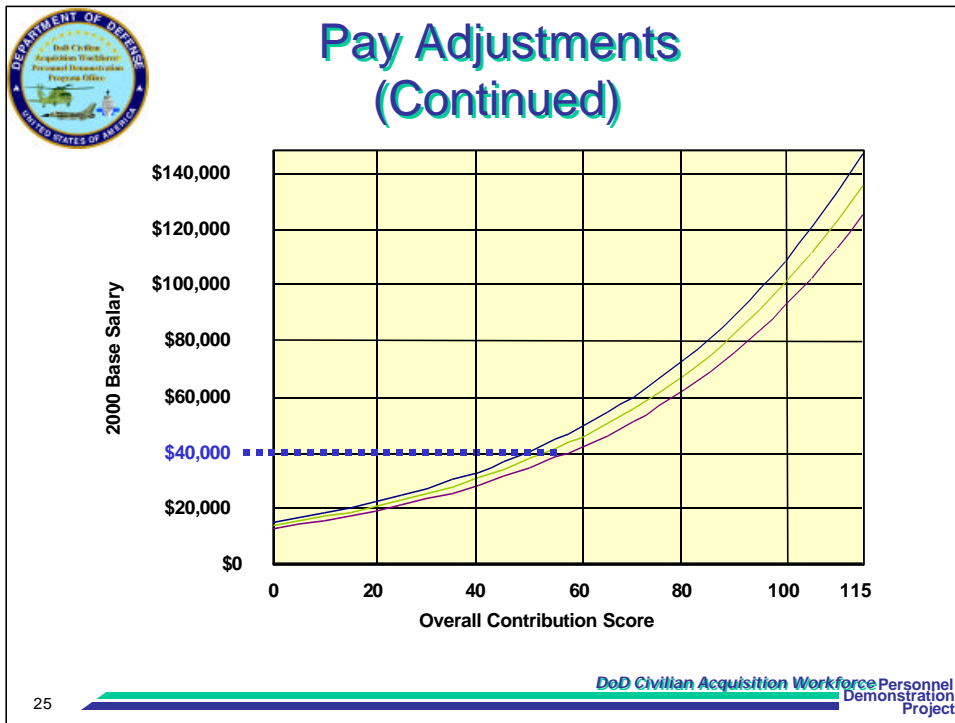
COMPENSATION ELIGIBILITY CHART				
Category	General Pay Increase	Contribution Rating Increase	Contribution Award	Locality Pay ¹
Inappropriately Compensated - Above the rails	May be reduced or denied	NO	NO	YES
Appropriately Compensated	YES (mandatory)	YES ² Up to 6%	YES ⁵	YES
Inappropriately Compensated - Below the rails	YES (mandatory)	YES ^{3,4} Up to 20%	YES	YES

1. Basic pay plus locality pay may not exceed Executive Level IV basic pay.
2. May not exceed upper rail of NPR for employee's OCS or maximum salary for current broadband level.
3. Over 20% requires local commander's approval.
4. May not exceed 6% above the lower rail or the maximum salary for current broadband level.
5. Pay pool manager approves up to \$10,000. Amounts exceeding \$10,000 require local commander's approval.

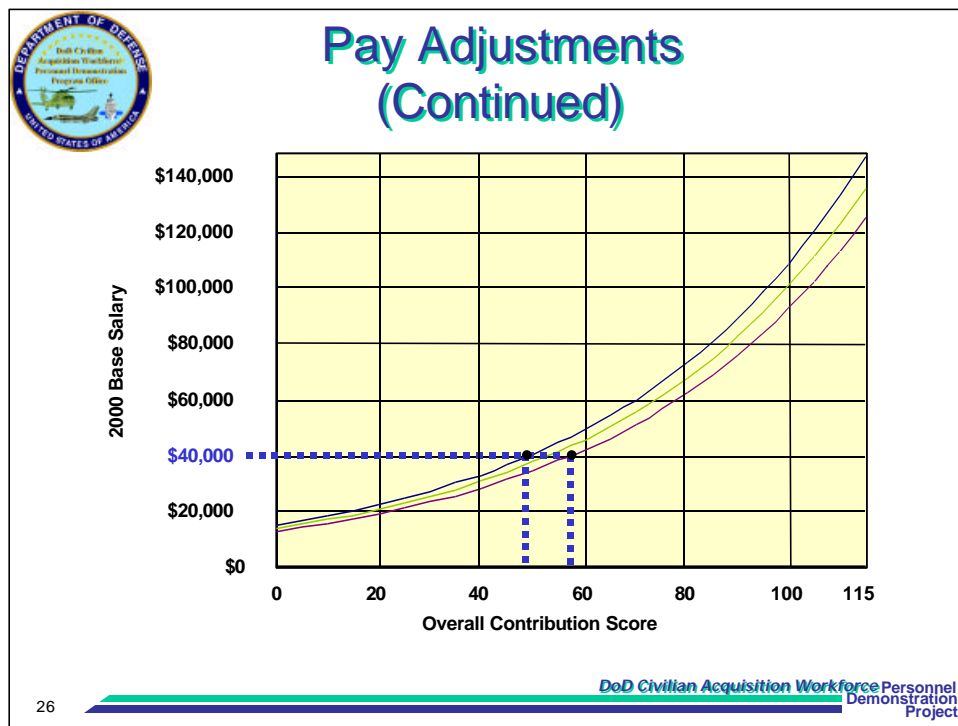
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DoD Civilian Acquisition Workforce Personnel
Demonstration Project

This chart, which you saw in the tutorials, summarizes the actions which the pay pool panel may take with inappropriately compensated - above the rails, appropriately compensated, and inappropriately compensated - below the rails employees. There are also several footnotes associated with this table which cover special situations.



By the way, you can use this graph to find the OCS score that puts *you* between the rails. For example, if you are currently earning a salary of \$40,000 annually, you can follow the dotted line and see where it intersects with the standard pay line to determine your expected level of contribution.



As you can see, it intersects with the upper rail at about 49, and the lower rail at about 57, so you would need an OCS score of at least 53 to fall on the Standard Pay Line or SPL. A score of 53 means you are contributing in accordance with your salary.

As mentioned earlier, the SPL falls in the middle of the upper and lower rails. Normally there is about 4 points difference between the SPL and the upper and lower rails. So you would be considered appropriately compensated if your OCS fell anywhere from 49 to 57.

This graph changes each year when the general pay increase occurs.

An OCS score lower than 49 would mean that you were inappropriately compensated - above the rails, while a score greater than 57 would mean that you were inappropriately compensated - below the rails.

There's also a tool in the basic AcqDemo Tutorial called the Expected OCS Calculator which you can use to determine your expected OCS.

What are your questions about pay adjustments?



AcqDemo First Cycle Experience Video

- Job performance and contribution
- Improving your contribution
- Ratings by the pay pool panel

Fear of the unknown . . .

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DoD Civilian Acquisition Workforce Personnel
Demonstration
Project

Let's take a look now at a 15-minute video that was made with AcqDemo employees and supervisors after their first year's experience. These are candid, unscripted interviews in which acquisition personnel discuss their experiences with the Contribution-based Compensation and Appraisal System (CCAS).

[Play VHS videotape]

Any comments or questions about the video?

Now let's talk a little about the CCAS Appraisal Forms.





CCAS Salary Appraisal Form (Continued)

Part III

- Starts on 1 Sep of each year
- Bulletized narrative
- Completed by 5 October

A screenshot of the CCAS Salary Appraisal Form (Continued). The form is titled "PART III Employee's Self Assessment" and includes a "Rating" column. It contains several sections for self-assessment, each with a "Factor" and a "Rating" column. The sections are: "Employee's Self Assessment", "Supervisor's Self Assessment", "Supervisor's Self Assessment", "Supervisor's Self Assessment", "Supervisor's Self Assessment", and "Supervisor's Self Assessment". The form is designed for an employee to provide a bulletized narrative of their contributions during the appraisal period for each of the six CCAS contribution factors.

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DoD Civilian Acquisition Workforce Personnel
Demonstration Project

The process actually starts with Part III of the form.

On 1 September of each year, supervisors will provide employees with a copy of Part III. If there are weights assigned to the factors, that information is also included on the form. Factor weights *must be announced before the appraisal period begins*; otherwise, all factors are of equal weight.

The employee fills out the form with a bulletized narrative of his or her contributions during the appraisal period for each of the six CCAS contribution factors. Additional pages may be added at the discretion of the employee unless there is a Service or Agency limitation. The input is sent electronically to the supervisor, who incorporates it into Part II. You may wish to review the demonstration project tutorials to see some examples of self assessments.

This part of the form is normally completed by 5 October.



Part II

- Completed by 30 October
- Discussed and approved by pay pool panel

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This assessment is the basis for discussions at the first meeting of the pay pool when it meets—by November 10. After the pay pool panel, pay pool panel manager, and the next higher management level concur on the results, Part II, along with Part I, will become the basis for supervisors' discussions with each employee.



- Completed by 30 November
- Computer generated

DoD Civilian Acquisition Workforce Personnel Demonstration Project

Part I, the Summary Evaluation, is the last part to be completed. It is a computer-generated form which is produced for each employee after the pay pool manager gives final approval to the ratings. Before it is given to the employee, it must be signed by the supervisor. Your supervisor will then meet with you to discuss your overall contribution score and any salary adjustments or awards the pay pool panel has decided.

The entire Salary Appraisal Form must be completed in time to be forwarded to the Defense Finance and Accounting Service, DFAS, by the 10th of December. (Note: Final completion of this form and transmittal may change since any increase in general pay is dependent on Presidential approval.)

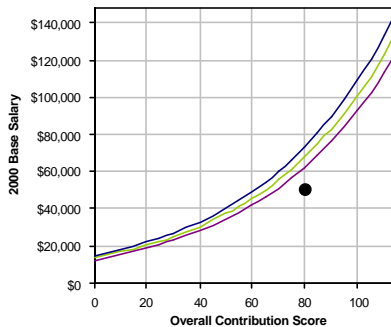
31



CCAS Salary Appraisal Form (Continued)

Employee Contribution Pay Comparison Chart

The graph plots the Employee Appraisal relative to the standard pay line (SPL) and rails. The top and bottom lines are the **Upper and Lower Rails**. The middle line is the **SPL**. The point is the **Employee Appraisal**.



Compensation Detail

\$41,950	Current Rate of Base Pay
+	1,762 G Increase @ 4.2%
+	2,517 CRI Increase @ 6%
=	\$46,229 New Rate of Basic Pay
+	3,513 Locality Pay @ 7.6%
=	\$49,742 New Total Salary
\$1,500	Contribution Award

Remarks

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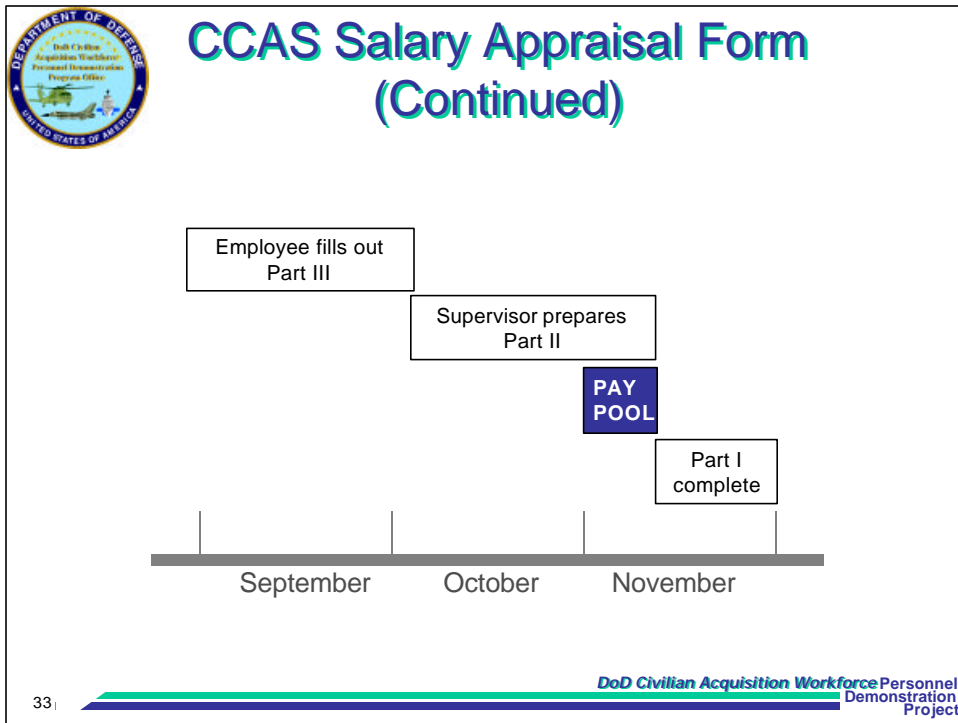
DoD Civilian Acquisition Workforce Personnel
Demonstration Project

Let's suppose that the pay pool panel rating shows that a particular employee—Sue who is currently making \$41,950 in base salary—is under-compensated. In this instance, this employee must receive the general pay increase, which we are showing as 4.2% in this example. Because the employee is considered to be contributing above her pay level, the panel also decides to award her a contribution rating increase of 6%, amounting to \$2517 dollars. Her new basic pay is now \$46,229.

As you know, everyone automatically gets the applicable locality pay. In this example, Sue gets 7.6% for a new total salary of \$49,742.

In addition, the pay pool awards this employee \$1500 as a contribution award. This money will not count in her new base pay. However, Sue's total compensation for the year will be \$51,242!

As you can see, CCAS can appropriately reward people for their contributions.



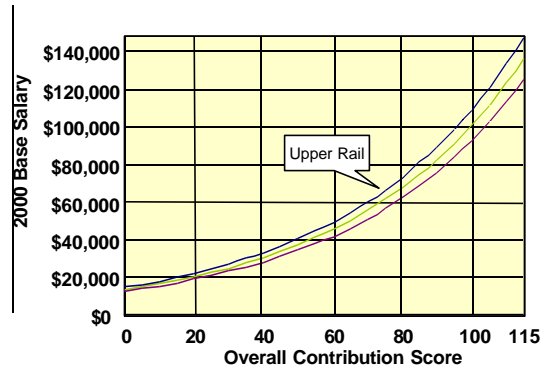
To re-cap, here is the entire appraisal process according to the timelines we've just discussed.

Once you've discussed Part I with your supervisor, and signed it where indicated, a complete copy of parts I and II of the form will be provided to you. The official copy will be kept in your personnel record.



Inadequate Contribution

- OCS plots above the upper rail
... or



- Contribution in any factor at or below the midpoint of next lower broadband level

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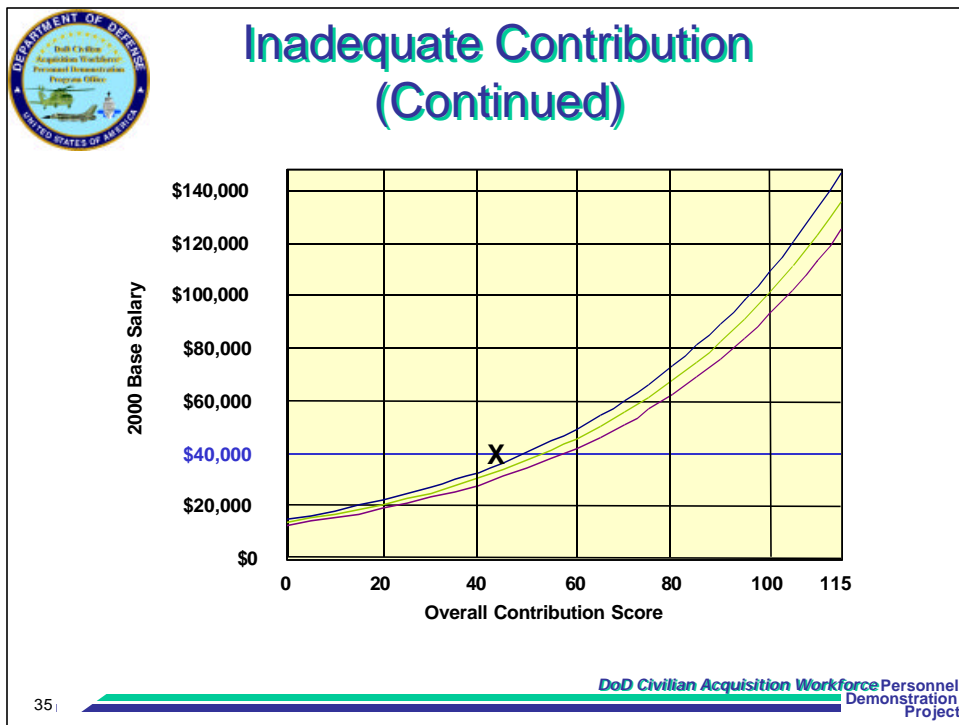
DoD Civilian Acquisition Workforce Personnel
Demonstration Project

As you've learned, the key to increasing your salary is to improve your contribution. That's true for everyone, but it's especially the case for employees who are considered to be inadequately contributing.

What constitutes inadequate contribution? First, when an employee's OCS score is above the upper rail of the normal pay range, the supervisor must make a determination as to whether action is needed. If the supervisor determines that improvement is required, the employee must be so notified in writing. In this case, a Contribution Improvement Plan could be generated. We'll discuss the CIP shortly.

The second case occurs when an employee's contribution in any factor is at or below the midpoint of the next lower broadband level. In this case, the employee is automatically considered to be inadequately contributing, and a CIP *must* be generated. This is true *even if the employee's overall OCS score falls within the rails—"appropriately compensated"—or below the lower rail—"inappropriately compensated - below the rails"*.

Let's look at some examples to help illustrate this.

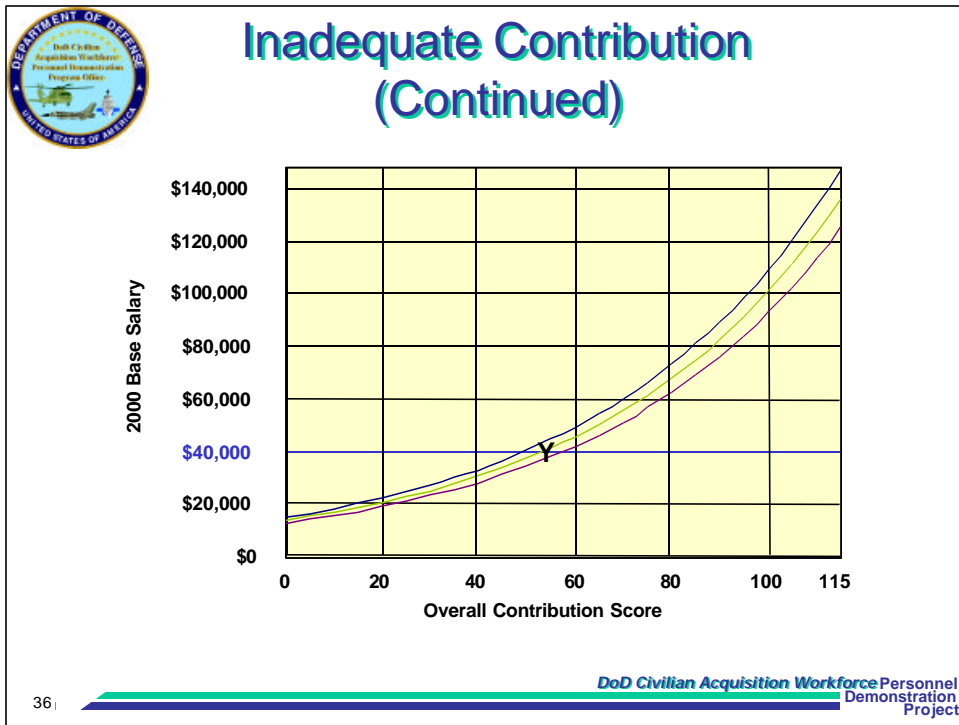


Let's look at Employee X, who is making a base salary of \$40,000. "X" is a broadband level III employee in the Technical Management Support career path.

For this appraisal cycle, X receives an OCS of 43. This puts him above the upper rail. The supervisor must now make an assessment to determine whether or not action is necessary.

If the supervisor finds that X has scored at or below the midpoint of the next lower broadband level (level II) in any factor, then X *must* be considered as contributing inadequately. The range for each factor at the midpoint of level II in the Technical Management Support career path is from 36 to 40, so the midpoint is 38. If X has been scored at or below 38 in any of the six factors, he is contributing inadequately. In this case, the employee would be placed on a mandatory Contribution Improvement Plan, or CIP.

If X received an OCS of 43 but did not score at or below 38 in any factor, he or she could be placed on a CIP or receive a memorandum for the record. In this instance, the use of the memorandum for the record is discretionary.



It is also possible that an employee could receive a score in one factor at or below the midpoint for the next lower broadband level even though the employee's overall OCS is within the rails or even below the rails.

For example, Employee Y, also a broadband level III employee in the Technical Management Support career path, has received an OCS score of 57, which is between the rails. However, he has received a score of 34 in the Customer Relations factor. The level II midpoint range in this career path is 36-40, so the midpoint is 38. In other words, although "Y" has received an overall OCS that is between the rails, his rating in this factor is below the midpoint of the next lowest level. This employee would be placed on a mandatory CIP.



Inadequate Contribution (Continued)

- Unless contribution improves, employee may be:
 - reassigned
 - reduced in pay
 - changed to a lower broadband level
 - removed
- 60 days (or more) to increase contribution
- Contribution Improvement Plan (CIP)
 - remains in force for 2 years

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DoD Civilian Acquisition Workforce Personnel
Demonstration Project

So both “X” and “Y” are considered to be contributing inadequately. Now what happens?

First, the rating official must inform the employee in writing that unless the contribution improves to an acceptable level, the employee may be reassigned, reduced in pay, changed to a lower broadband level, or even removed.

The employee must be given at least 60 days to show acceptable improvement. And the employee will receive a Contribution Improvement Plan to assist in that process. However, even if the employee’s contribution improves to a sufficient level within 60 days, the CIP remains in effect for two years. And if the employee’s contribution deteriorates in *any* factor below the midpoint of the next lower broadband level--or the employee’s contribution falls above the rails--during that two-year period, actions may be taken without additional opportunity to improve. These actions could include reduction in pay or removal.



Inadequate Contribution (Continued)

- CIP
 - Specific areas in which employee is inadequately contributing, and required improvements
 - Actions required of the employee
 - Time in which they must be accomplished
 - Assistance from the Service or agency
 - Consequences of failure to improve

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DoD Civilian Acquisition Workforce Personnel
Demonstration Project

The CIP is designed to help the employee understand exactly what is required to improve his or her contribution. This slide shows the specific areas which must be included in the CIP. Note that the Service or agency must indicate the assistance that they will provide to help the employee improve. For example, the agency could decide that additional training is required, at government expense.

What are your questions about inadequate contribution?



Your CCAS Responsibilities

- Understand the mission . . . and your role
- Communicate with your supervisor
- Know your PRD
- Keep track of your contributions
- Seek opportunities to contribute

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DoD Civilian Acquisition Workforce Personnel
Demonstration Project

As you have learned in both the tutorial and today's session, CCAS is very different from the systems we are all accustomed to. It is intended to improve mission accomplishment throughout the organization.

This slide summarizes your responsibilities in order to be successful under the CCAS process.



Other AcqDemo Topics

- Hiring
- RIF Credits
- Grievance Procedures
- Sabbaticals
- Voluntary Emeritus
- Academic Degree and Certificate Training
- Conversion back to General Schedule

Our focus today has been on CCAS, but as you know from the tutorial, the demonstration project includes other aspects as well. Some of those are shown here. If you have questions on these, you should discuss them with your supervisor and supporting Human Resources personnel.

DoD Civilian Acquisition Workforce Personnel Demonstration Project



What are your questions?

Section 3—Slides

DoD

Civilian Acquisition Workforce Personnel Demonstration Project



Employee Training Sessions





Welcome

- Purpose
 - Address concerns
 - Answer questions
- Previous training
 - Tutorials
 - *Federal Register*

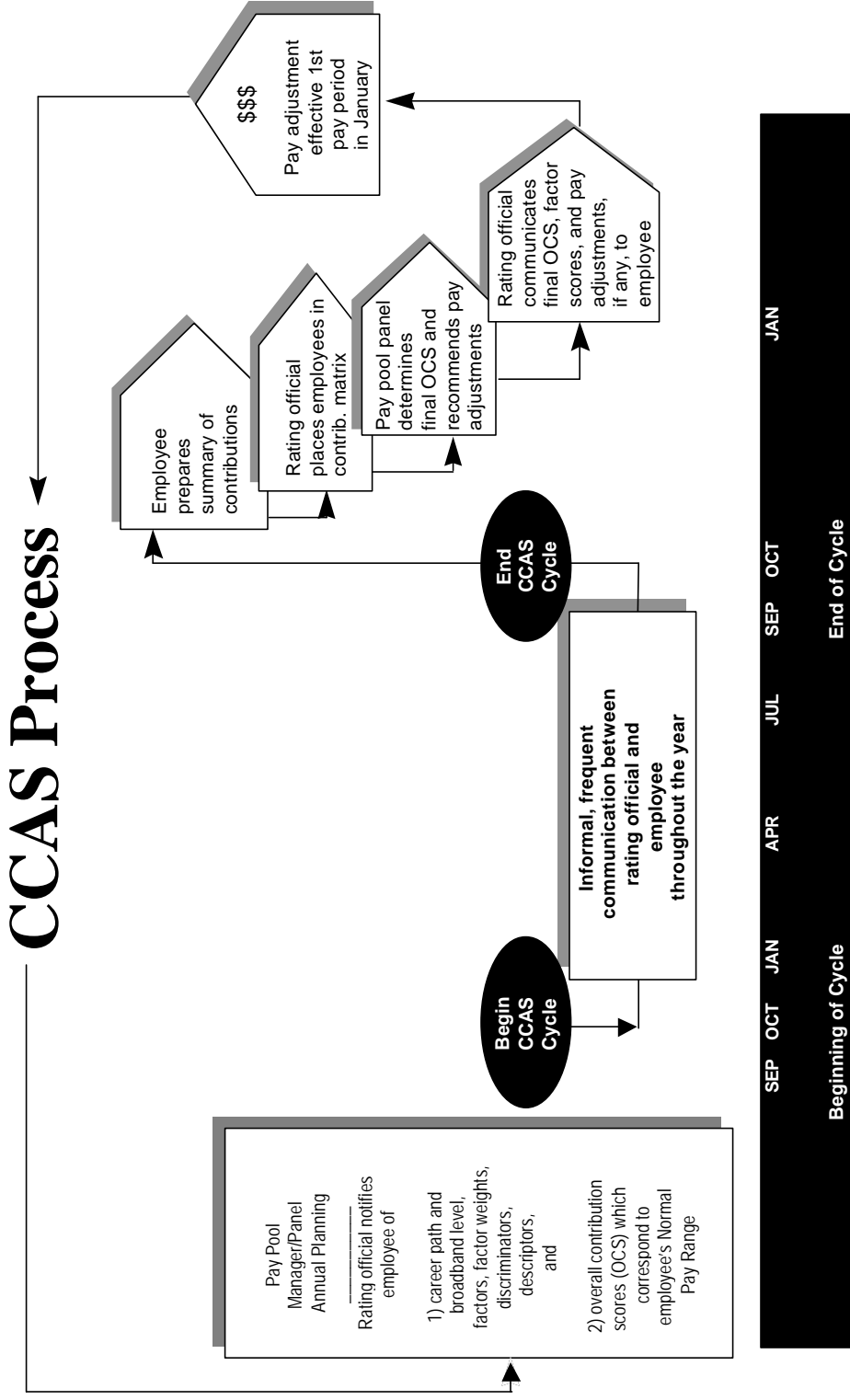


Agenda

- Appraisal cycle
- View videotape
- Discussion
 - Position classification
 - CCAS
 - Contribution
 - Ratings
 - Compensation
- Questions and Answers



Appraisal Cycle





Position Classification

- Position Requirements Document
 - Title, occupational series, career path, broadband level
 - Mission/purpose
 - CCAS factors, descriptors
 - Duties required
 - Selective requirements
 - KSAs
- COREDOC
- ACQBUILD.EXE



Position Classification (Continued)

- Classification Appeals
 - Occupational series
 - Title
 - Broadband level
- Notify supervisor
 - In writing is best
- DoD Appellate
- OPM



CCAS

- Primary focus: Contribution-based Compensation and Appraisal System
- Top contributors to the mission are rewarded
- Document your contributions!



Contribution to the Mission

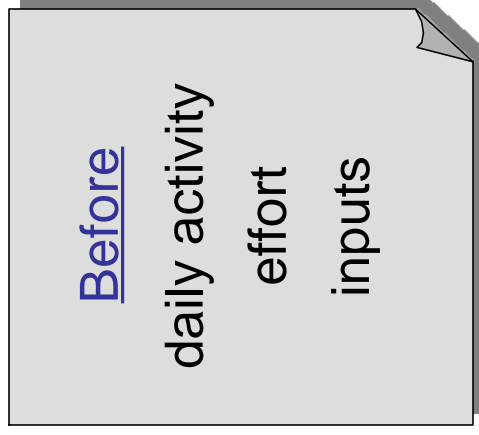
- Performance and contribution
 - Nature of the job
 - Doing your job well

Before
daily activity
effort
inputs



Contribution to the Mission

- Performance and contribution
 - Nature of the job
 - Doing your job well





Improving Your Contribution

You must understand the mission . . . and your role in it!

MISSION

Our mission is . . .



Improving Your Contribution (Continued)

- Understand how your job relates to the mission
- Communicate with your supervisor
- Take on more responsibility
- Do your job better

MISSION
Our mission is . . .



Improving Your Contribution (Continued)

Technical Management Support Career Path

FACTOR 1. PROBLEM SOLVING

LEVEL DESCRIPTORS

Level II

- Plans and conducts technical activities for projects.
- Identifies and resolves non-routine technical problems utilizing established patterns and methods.
- Identifies and resolves problems; adapts accepted policies, procedures, or methods with moderate guidance.
- Adapts existing plans and techniques to accomplish projects.

Level III

- Plans and conducts challenging and difficult technical activities for projects/programs.
- Develops, integrates, and implements solutions to complex problems on projects/programs.
- Identifies problems; develops solutions and action plans with minimal guidance.
- Develops plans and techniques to fit new situations.



Improving Your Contribution (Continued)

Technical Management Support Career Path

FACTOR 1. PROBLEM SOLVING LEVEL DESCRIPTORS

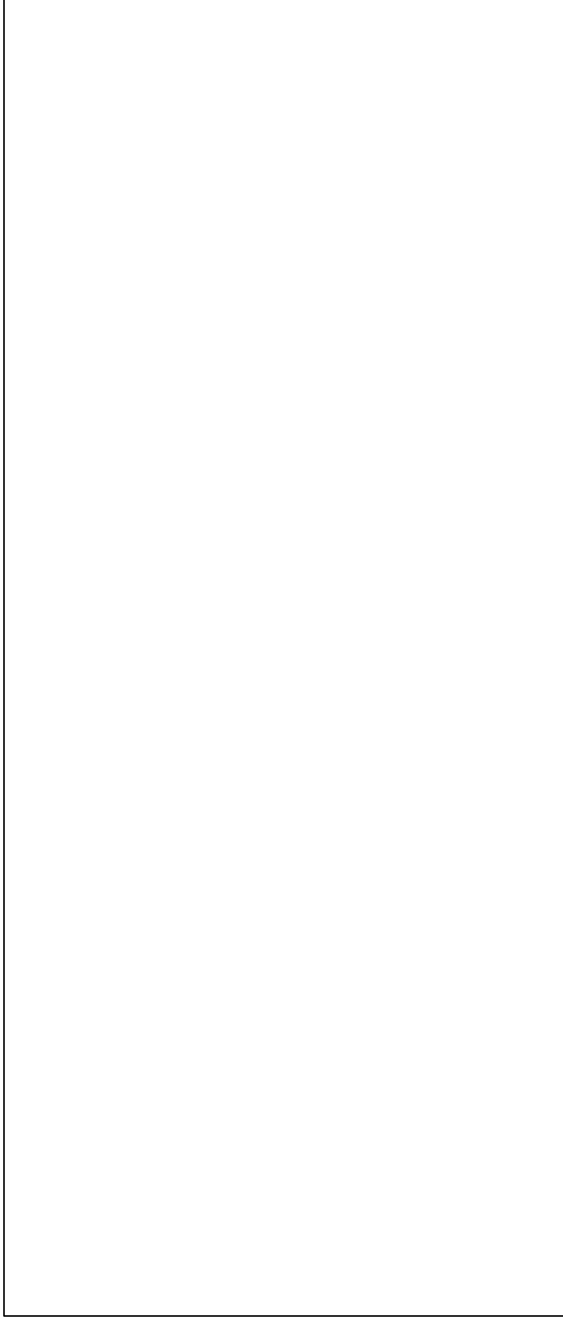
Level II	<ul style="list-style-type: none"> Plans and conducts technical activities for projects. Identifies and resolves non-routine technical problems utilizing established patterns and methods. Identifies and resolves problems; adapts accepted policies, procedures, or methods with moderate guidance. Adapts existing plans and techniques to accomplish projects.
-----------------	---

Level III	<ul style="list-style-type: none"> Plans and conducts challenging and difficult technical activities for projects/programs. Develops, integrates, and implements solutions to complex problems on projects/programs. Identifies problems; develops solutions and action plans with minimal guidance. Develops plans and techniques to fit new situations.
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Pay Pool Panel Ratings

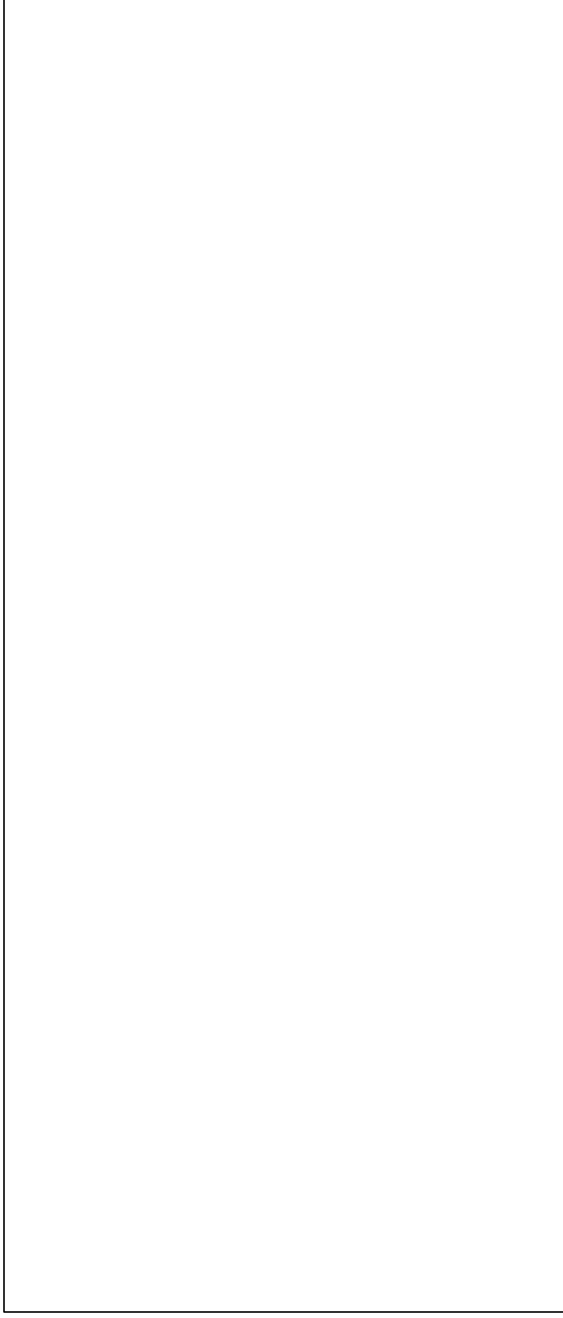
- Composition of the pay pool





Pay Pool Panel Ratings (Continued)

- Makeup of the pay pool **panel**





Pay Pool Panel Ratings (Continued)

- Your input
- Your supervisor's role

FACTORS							
	Problem Solving	Teamwork/ Cooperation	Customer Relations	Leadership/ Supervision	Communi- cations	Resource Mgt	
	Very High						
Level IV	High						
	Med						
	Low						
Level III	High		X				
	Med	X				X	
	Low			X			
Level II	High						
	MH						
	Med				X		
	ML						
	Low		X				
Level I	High						
	Med						
	Low						



Pay Pool Panel Ratings (Continued)

		FACTORS						
		Problem Solving	Teamwork/ Cooperation	Customer Relations	Leadership/ Supervision	Communi- cations	Resource Mgt	
Level IV	Very High							
	High							
	Med							
	Low	John		Tina John	John			
Level III	High	Tina	Tina			John	Tina	
	Med					Tina	John	
	Low		John		Bill	Bill	Dave	
Level II	High		Dave		Sue	Dave	Bill	
	MH	Dave Bill		Dave Sue	Tina Dave	Sue	Sue	
	Med	Sue	Bill					
	ML		Sue					
	Low			Bill				
Level I	High							
	Med							
	Low							



Pay Pool Panel Ratings (Continued)

FACTORS							
	Problem Solving	Teamwork/ Cooperation	Customer Relations	Leadership/ Supervision	Communi- cations	Resource Mgt	
Level IV	Very High						
	High						
	Med						
	Low	John	Tina John	John			
Level III	High	Tina			John	Tina	
	Med			Bill	Tina	John	
	Low			Bill	Bill	Dave	
Level II	High	Bill		Sue	Dave	Bill	
	MH	Dave Bill	Dave Sue	Tina Dave	Sue	Sue	
	Med	Sue					
	ML						
	Low		Bill				
Level I	High						
	Med						
	Low						



Pay Pool Panel Ratings (Continued)

- Pay pool panel process
- Weighting factors

	Business Management and Technical Management Professional	Technical Management Support	Administrative Support
	Point Range	Point Range	Point Range
Very High	115	95	70
High	96-100	79-83	
IV Med	84-95	67-78	
Low	79-83	61-66	
High	79-83	62-66	57-61
III Med	67-78	52-61	47-56
Low	61-66	43-51	38-46
High	62-66	47-51	42-46
MH	51-61	41-46	
II Med	41-50	36-40	30-41
ML	30-40	30-35	
Low	22-29	22-29	22-29
High	24-29	24-29	24-29
I Med	6-23	6-23	6-23
Low	0-5	0-5	0-5

L E V E L S

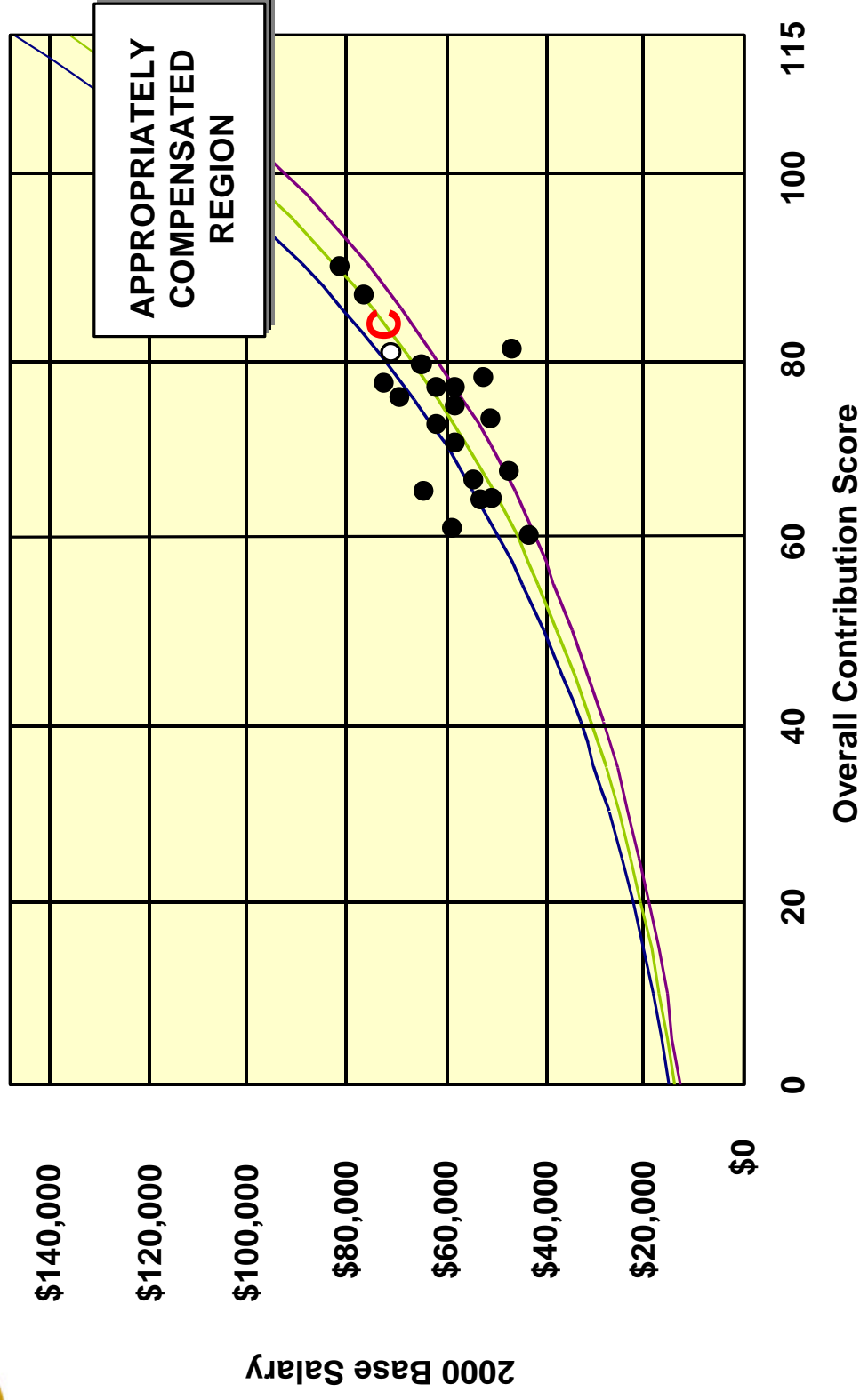


Pay Adjustments

- Available funds based on salaries of all employees in the pay pool as of September 30th of each year
 - general pay increase
 - money available for quality step increases, within grade increases, certain promotions
 - performance-based awards

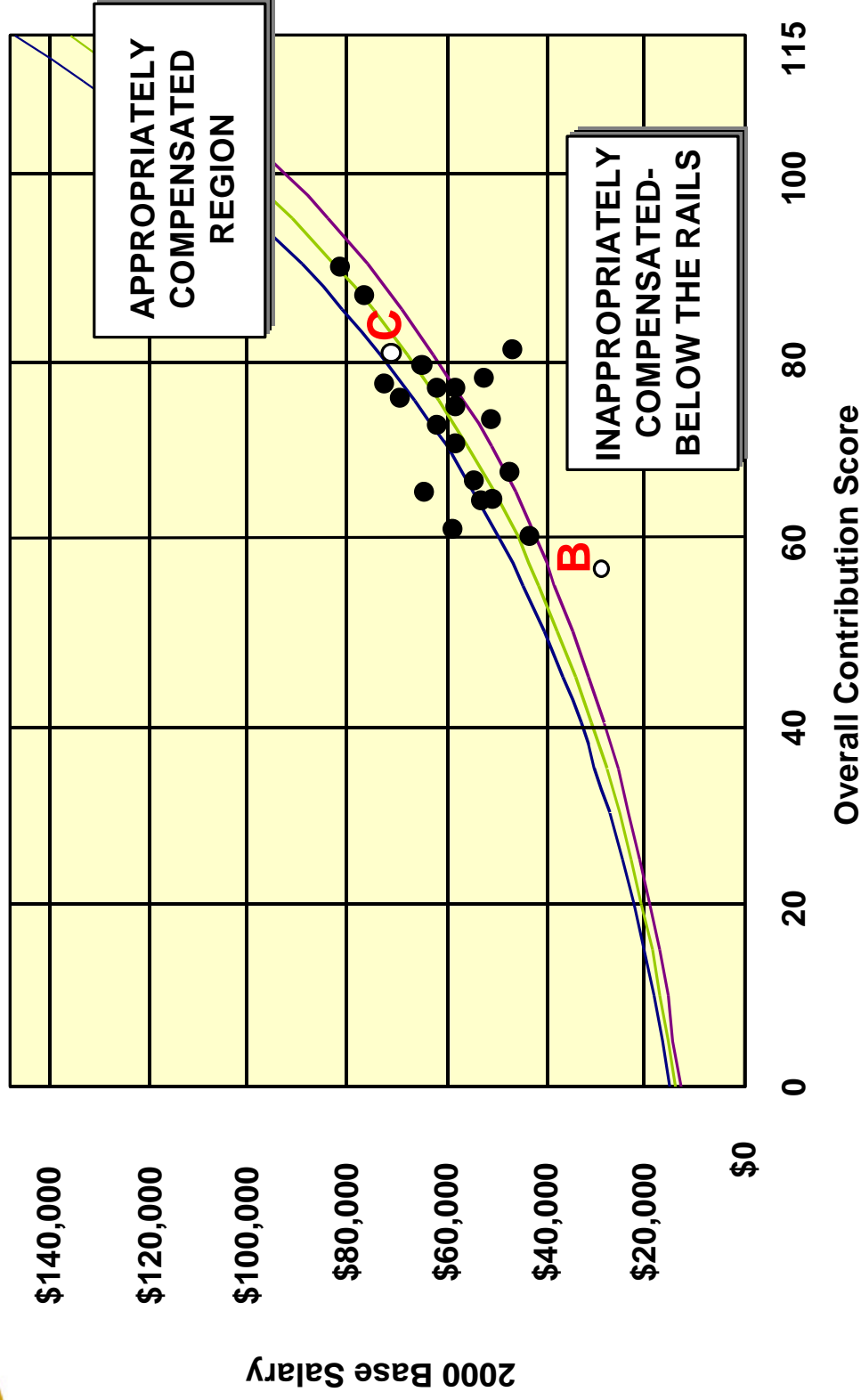


Pay Adjustments (Continued)



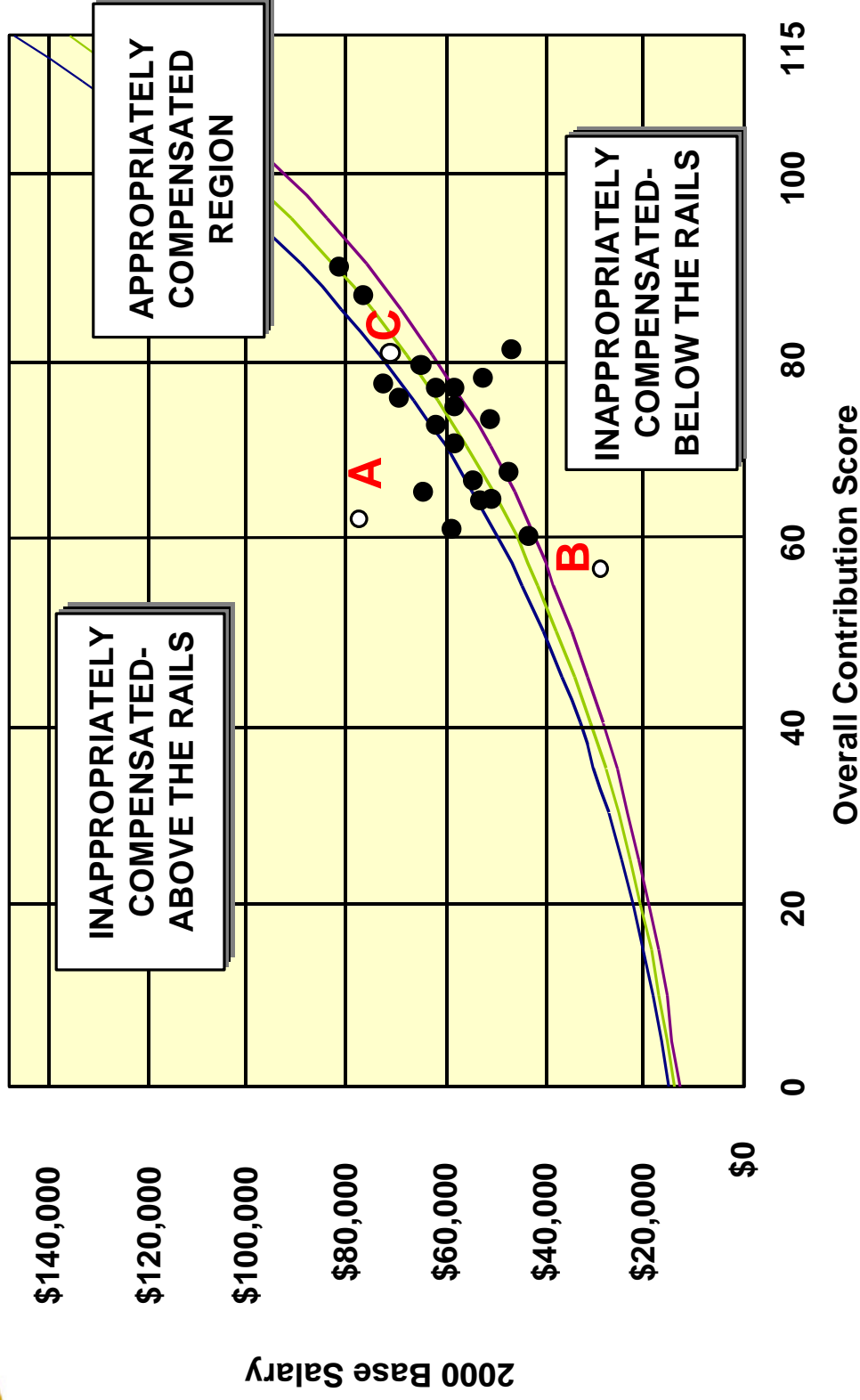


Pay Adjustments (Continued)





Pay Adjustments (Continued)





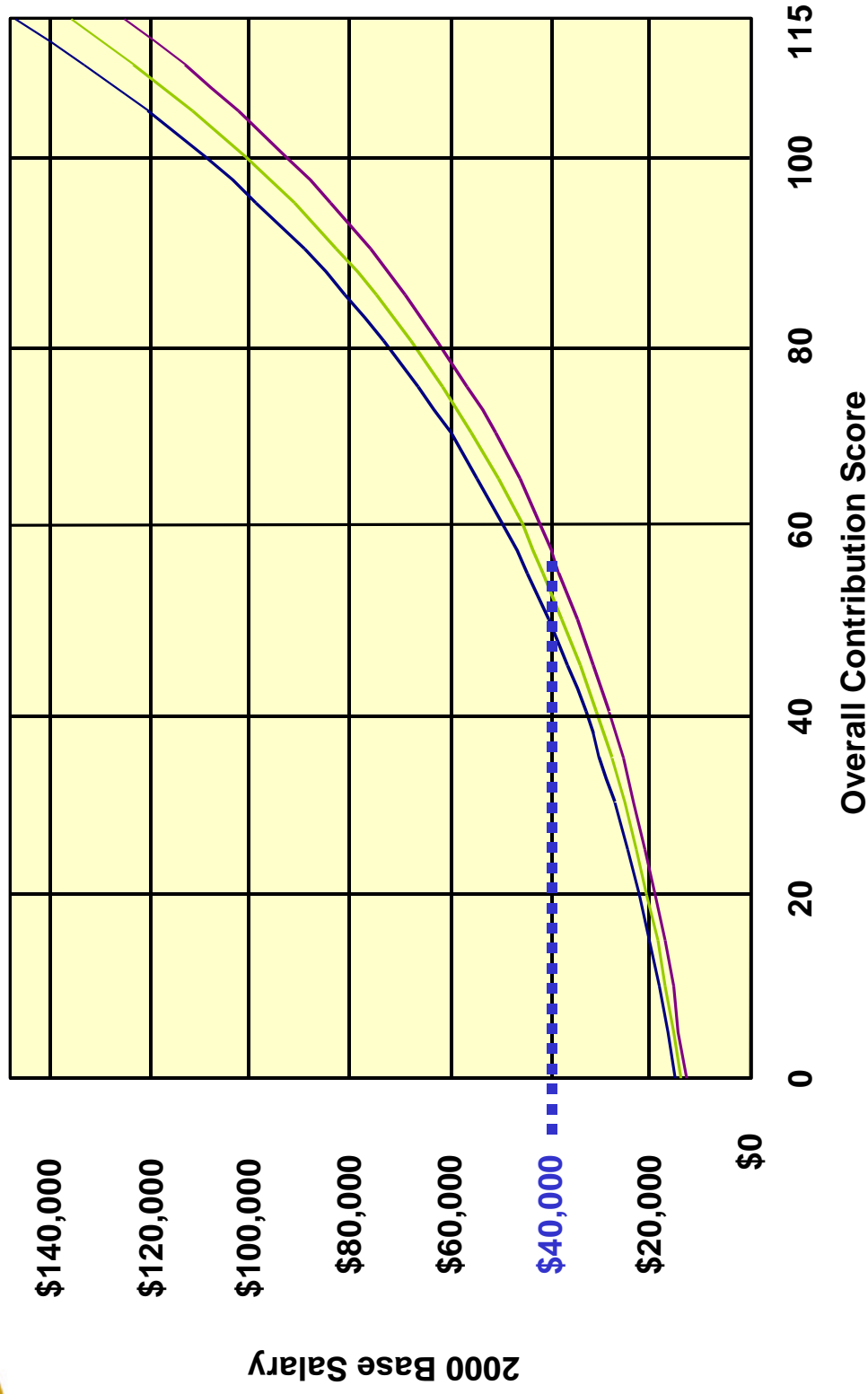
Pay Adjustments Summary

COMPENSATION ELIGIBILITY CHART				
Category	General Pay Increase	Contribution Rating Increase	Contribution Award	Locality Pay ¹
Inappropriately Compensated - Above the rails	May be reduced or denied	NO	NO	YES
Appropriately Compensated	YES (mandatory)	YES ² Up to 6%	YES ⁵	YES
Inappropriately Compensated - Below the rails	YES (mandatory)	YES ^{3,4} Up to 20%	YES	YES

1. Basic pay plus locality pay may not exceed Executive Level IV basic pay.
2. May not exceed upper rail of NPR for employee's OCS or maximum salary for current broadband level.
3. Over 20% requires local commander's approval.
4. May not exceed 6% above the lower rail or the maximum salary for current broadband level.
5. Pay pool manager approves up to \$10,000. Amounts exceeding \$10,000 require local commander's approval.

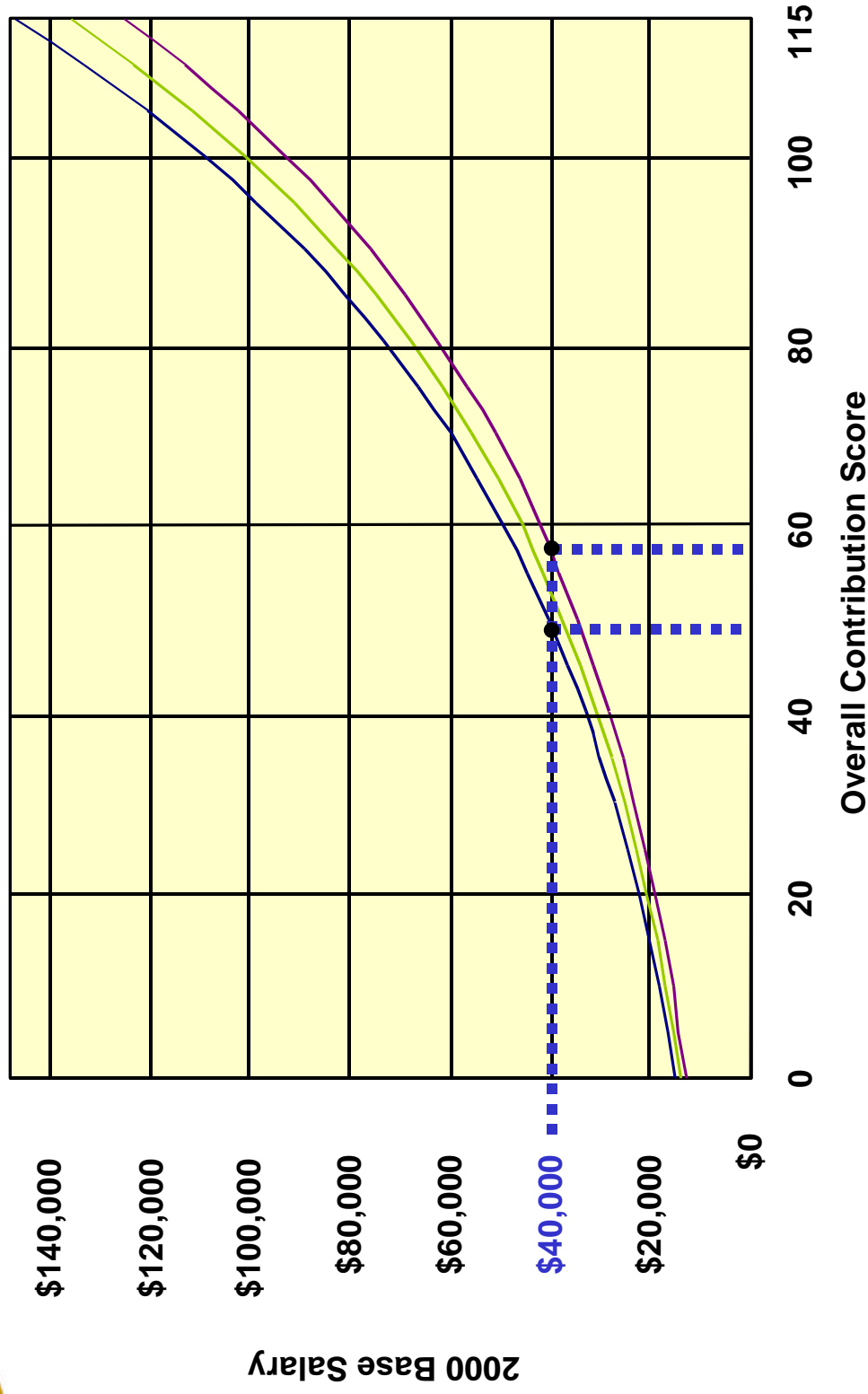


Pay Adjustments (Continued)





Pay Adjustments (Continued)





AcqDemo First Cycle Experience Video

- Job performance and contribution
- Improving your contribution
- Ratings by the pay pool panel

Fear of the unknown . . .



CCAS Salary Appraisal Form

Part I: CCAS Salary Appraisal Form			
Name: SSAN: Organization: Career Path:	Series: Broadband Level: Presumptive: Retained Pay:	Appraisal Period: From: To:	
Discuss evaluation with employee and obtain signature confirming discussion. Signature of employee does not constitute agreement with CCAS appraisal.			
Pay Pool Manager		Date	
1st Level Supervisor Signature		Date	
2nd Level Supervisor Signature		Date	
Employee Signature		Date	
Appraisal Detail Overall Contribution Score Target CCAS			
Employee Contribution Pay Compensation Chart The graph plots the Employee Appraisal relative to the standard pay line (CPL) and rate. The top solid line is the Upper and Lower Rate. The middle line is the SPL. The point is the Employee Appraisal.			
Compensation Detail Current Rate of Base Pay + % Increase CPL Increase = New Rate of Base Pay + Locality Pay = New Total Salary Contribution Award			
Remarks			



CCAS Salary Appraisal Form (Continued)

Part III

- Starts on 1 Sep of each year
- Bulletized narrative
- Completed by 5 October

PART III	Employee's Self Assessment	Name:	Factor Weight
Instruction: Provide narrative comments regarding your contribution against each contribution factor during the current year.			
Problem Solving			
Teamwork			
Customer Relations			
Leadership/Supervision			
Communications			
Resource Management			
Employee signature			Date:



CCAS Salary Appraisal Form (Continued)

PART III	Supervisor Assessment	Name:	Factor Weight	Factor Score	Weighted Score
Instruction: Provide narrative comments regarding your contribution against each contribution factor during the current year.					
Problem Solving					
Teamwork					
Customer Relations					
Leadership/Supervision					
Communications					
Resource Management					
Signature: _____ Date: _____					

Part II

- Completed by 30 October
- Discussed and approved by pay pool panel



CCAS Salary Appraisal Form (Continued)

Part I

- Completed by
30 November
- Computer
generated

Part I: CCAS Salary Appraisal Form			
Name:	Series:	Appraisal Period:	
SSAN:	Broadband Level:	From:	To:
Organization:	Presumptive:		
Career Path:	Retained Pay:		
Discuss evaluation with employee and obtain signature confirming discussion. Signature of employee does not constitute agreement with CCAS appraisal.			
Pay Pool Manager		Date	
1st Level Supervisor Signature		Date	
2nd Level Supervisor Signature		Date	
Employee Signature		Date	
Appraisal Detail			
Overall Contribution Score			
Target OCS			
Employee Contribution Pay Comparison Chart		Compensation Detail	
The graph plots the Employee Appraisal relative to the standard pay line (SPL) and rate. The top and bottom lines are the Upper and Lower Rates. The middle line is the SPL. The point is the Employee Appraisal.		Current Rate of Basic Pay	
		+ C Increase	
		+ OR Increase	
		= New Rate of Basic Pay	
		+ Locality Pay	
		= New Total Salary	
		Contribution Award	
Remarks			

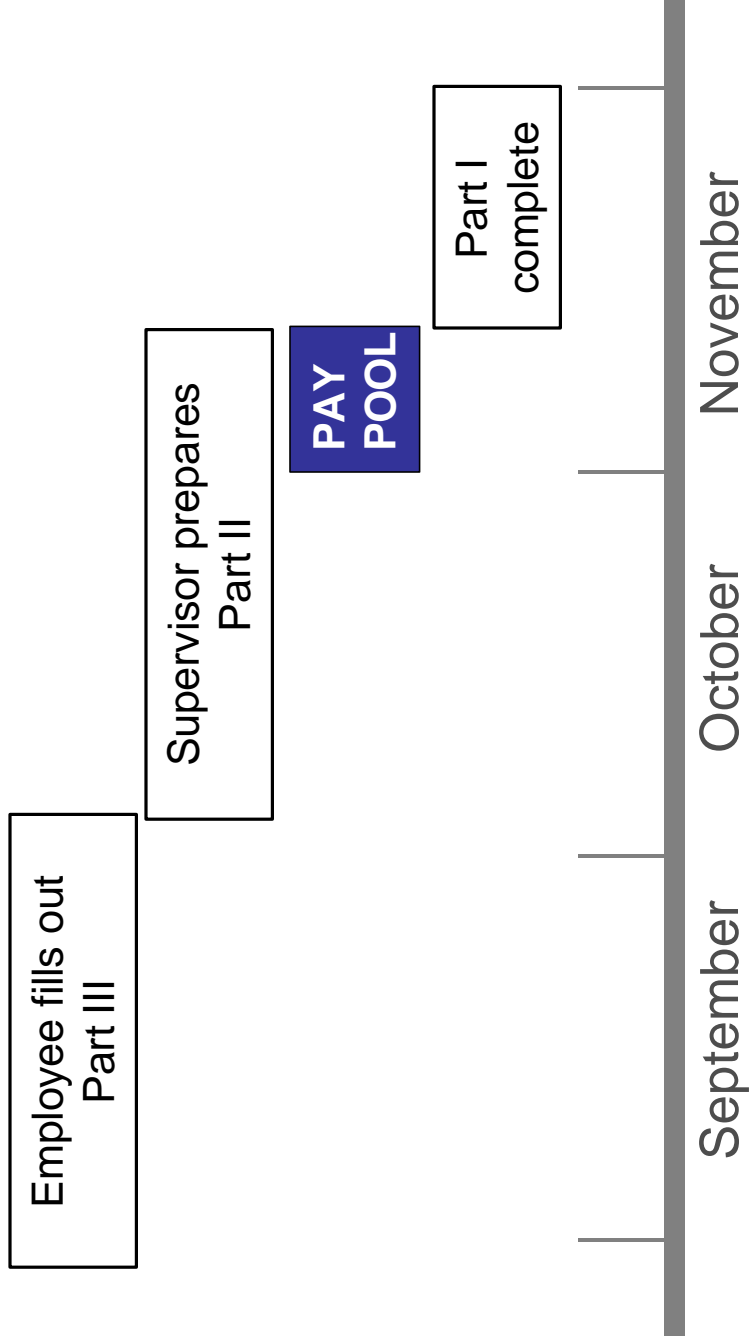


CCAS Salary Appraisal Form (Continued)

Employee Contribution Pay Comparison Chart The graph plots the Employee Appraisal relative to the standard pay line (SPL) and rails. The top and bottom lines are the Upper and Lower Rails . The middle line is the SPL . The point is the Employee Appraisal .	Compensation Detail														
	<table> <tr> <td>\$41,950</td> <td>Current Rate of Base Pay</td> </tr> <tr> <td>+</td> <td>1,762 G Increase @ 4.2%</td> </tr> <tr> <td>+</td> <td>2,517 CRI Increase @ 6%</td> </tr> <tr> <td>=</td> <td>\$46,229 New Rate of Basic Pay</td> </tr> <tr> <td>+</td> <td>3,513 Locality Pay @ 7.6%</td> </tr> <tr> <td>=</td> <td>\$49,742 New Total Salary</td> </tr> <tr> <td>\$1,500</td> <td>Contribution Award</td> </tr> </table>	\$41,950	Current Rate of Base Pay	+	1,762 G Increase @ 4.2%	+	2,517 CRI Increase @ 6%	=	\$46,229 New Rate of Basic Pay	+	3,513 Locality Pay @ 7.6%	=	\$49,742 New Total Salary	\$1,500	Contribution Award
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Remarks															



CCAS Salary Appraisal Form (Continued)



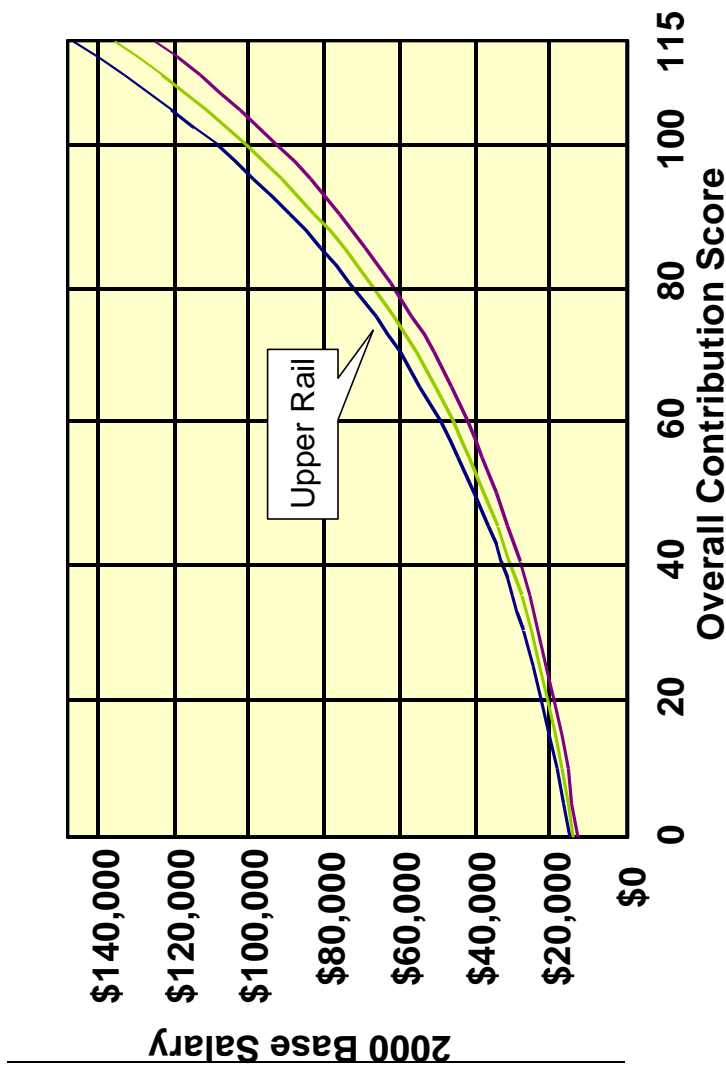


Inadequate Contribution

- OCS plots above the upper rail

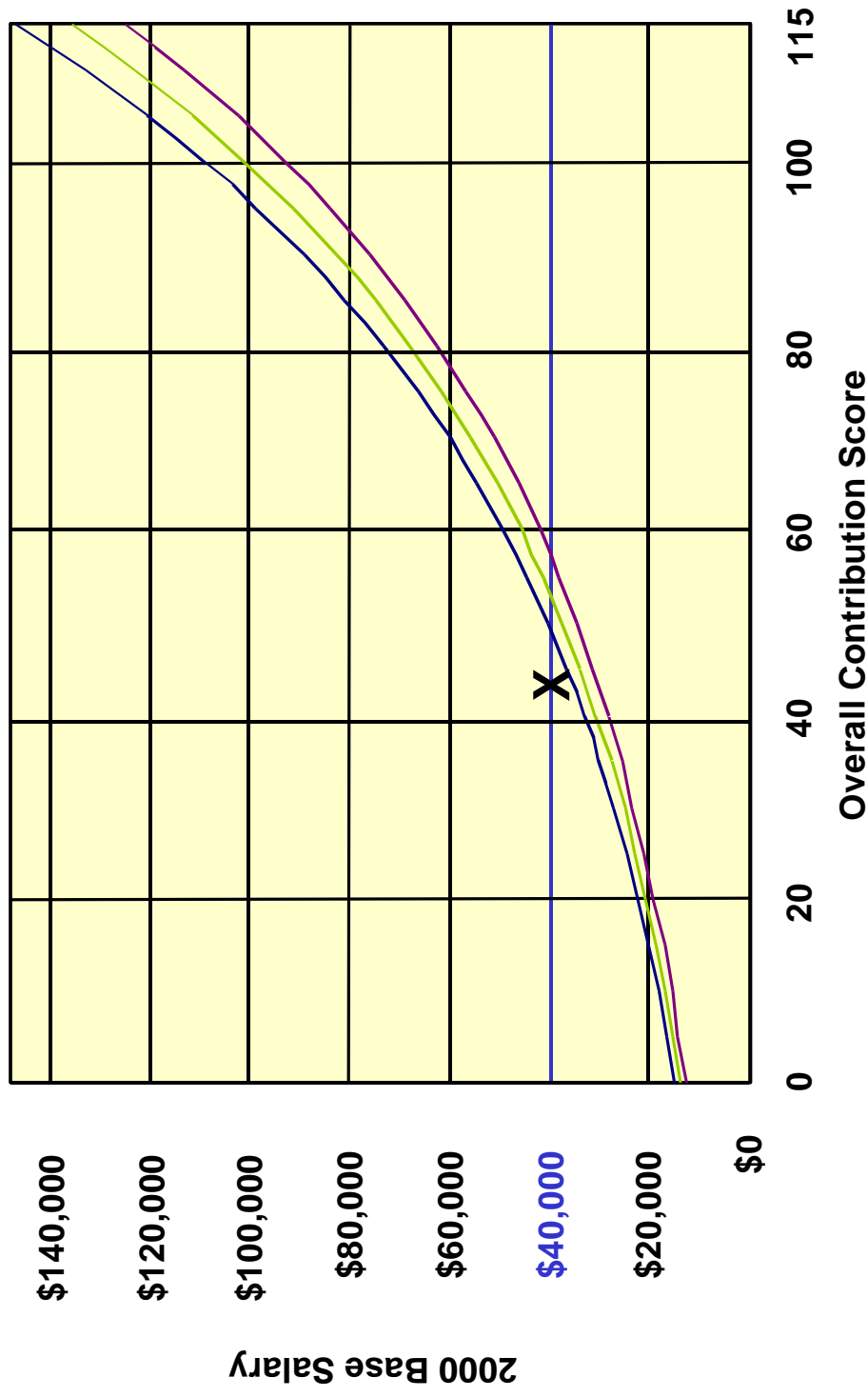
. . . Or

- Contribution in any factor at or below the midpoint of next lower broadband level



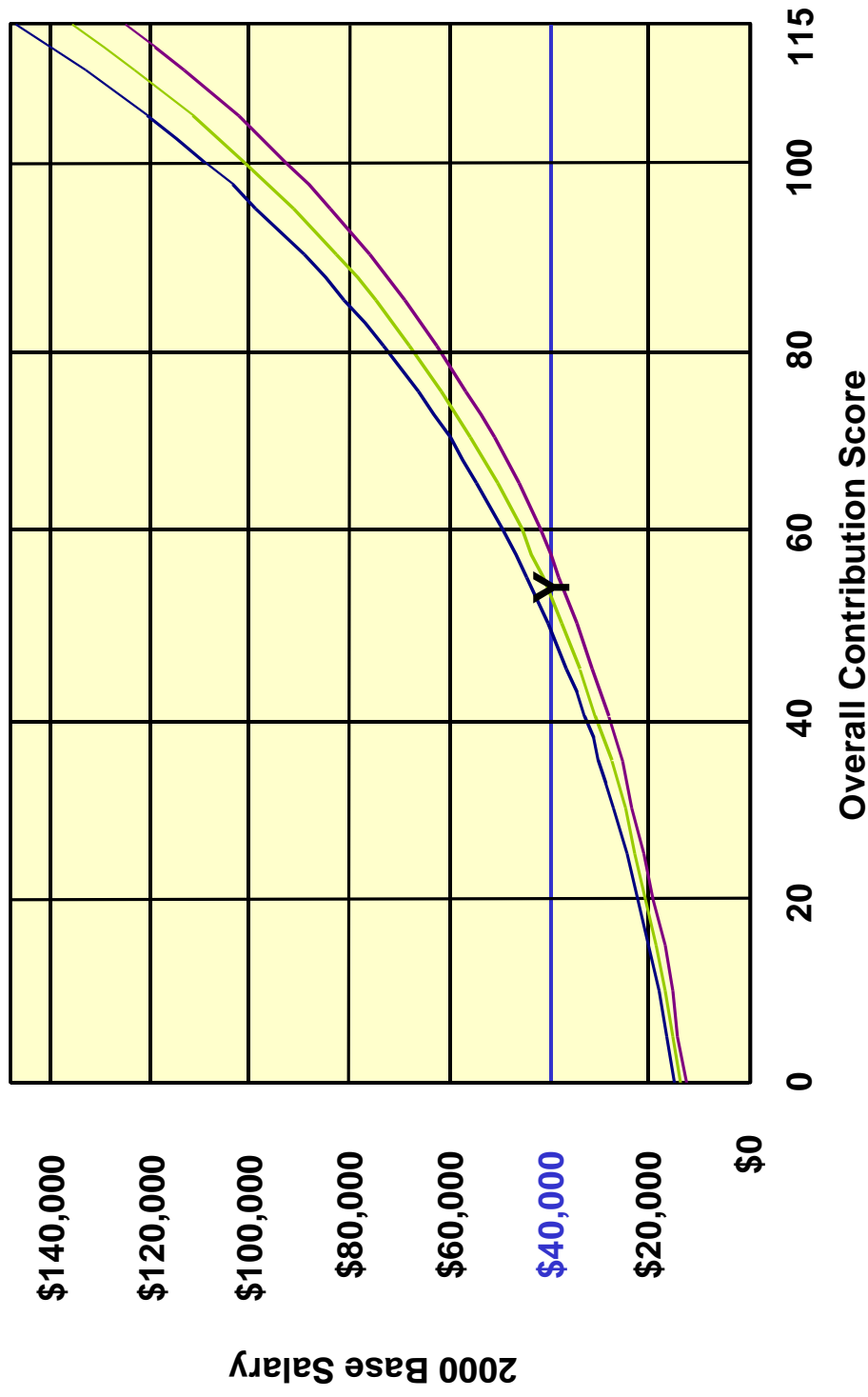


Inadequate Contribution (Continued)





Inadequate Contribution (Continued)





Inadequate Contribution (Continued)

- Unless contribution improves, employee may be:
 - reassigned
 - reduced in pay
 - changed to a lower broadband level
 - removed
- 60 days (or more) to increase contribution
- Contribution Improvement Plan (CIP)
 - remains in force for 2 years



Inadequate Contribution (Continued)

- CIP
 - Specific areas in which employee is inadequately contributing, and required improvements
 - Actions required of the employee
 - Time in which they must be accomplished
 - Assistance from the Service or agency
 - Consequences of failure to improve



Your CCAS Responsibilities

- Understand the mission . . . and your role
- Communicate with your supervisor
- Know your PRD
- Keep track of your contributions
- Seek opportunities to contribute



Other AcqDemo Topics

- Hiring
- RIF Credits
- Grievance Procedures
- Sabbaticals
- Voluntary Emeritus
- Academic Degree and Certificate Training
- Conversion back to General Schedule

DoD

Civilian Acquisition Workforce Personnel Demonstration Project

